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LEADERSHIP  
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MANAGEMENT  
P R O G R A M

Participant Handbook

September 2002

Revised April 2003



# DLAMP PARTICIPANT HANDBOOK

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NOTE: The information contained in this Handbook is accurate as of September 2002. DLAMP policies and procedures are revised and updated continually. You should check the DLAMP website ([www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp)) periodically for the latest information.

## *Section 1*

# **INTRODUCTION**

Welcome to the Defense Leadership and Management Program (DLAMP). Your decision to enter DLAMP is extremely important. As its mission becomes more complex, the Department of Defense must ensure that it has civilian leaders with a solid grasp of national security issues and the depth and breadth of education and experience to meet increasingly difficult challenges. DLAMP is designed to meet that need. As the first fully comprehensive, Department-wide development program for civilian leaders, DLAMP builds on Component and occupation-specific efforts to provide a systematic approach to developing tomorrow's leaders.

The program is designed to help you prepare to assume broader responsibility, expand your knowledge of the national security mission, and strengthen your understanding of complex policy and operational challenges faced by senior military and civilian officials of the Department. DLAMP was refocused in December 2001, making it more mission-oriented and flexible, and better suited to meet the needs of the Department. With over 1,350 active participants as of September 2002 and a plan to admit an additional 300 participants each year, DLAMP is making a difference throughout DoD.

The top leadership of the Department actively supports DLAMP. The DLAMP Council, which provides advice on all aspects of the program, is chaired by the Assistant Secretary of Defense (Force Management Policy). The Executive Secretary is the Deputy Under Secretary of Defense (Civilian Personnel Policy). Membership consists of the Under Secretary of Defense (Acquisition, Technology and Logistics); Under Secretary of Defense (Policy); Under Secretary of Defense (Comptroller); Assistant Secretary of Defense (Command, Control, Communications, and Intelligence); DoD General Counsel; Assistant Secretaries of the Military Departments with oversight for civilian personnel policy; Director of the Joint Staff; and Director of Administration and Management. The DLAMP Office, which handles program operations, is part of the Civilian Personnel Management Service.

We wish you much success as you enter the program and begin to think in a new way about your future goals and contributions to the Department. We hope that you find this Handbook helpful in navigating through the various program requirements and features. Please feel free to share this information with your supervisors and mentors, and with others who may be interested in participating in DLAMP in the future. If you have comments or suggestions regarding the Handbook, please send them to the DLAMP Office, by e-mail to [dlamp@cpms.osd.mil](mailto:dlamp@cpms.osd.mil).

## *Section 2*

# **ROADMAP TO SUCCESS**

The Participant Handbook describes key program requirements, policies, roles and responsibilities, and various administrative procedures. This roadmap is designed to help you get started in DLAMP.

First, you should ensure that you **understand each of the program requirements**. This Handbook, your Component DLAMP website, and the DLAMP website ([www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp)) are good sources for the latest program information. You should contact your Component DLAMP representative (see Section 8 of this Handbook) if you have questions or would like clarification on any aspect of the program. We recommend that you check the websites periodically to ensure you are aware of updates.

Second, we recommend that you **use the Self-Assessment Tool** (found in Section 2-2 of this Handbook) to assess your abilities, knowledge, and skills in comparison to the developmental objectives of DLAMP. This is the first step in identifying your educational and developmental needs.

**Communication with your supervisor** is key to successful participation in the program. Be sure that your supervisor understands the program's key elements and requirements. You will be involved in developmental activities for a considerable period of time and supervisory support throughout is critical.

Then, you should **determine which program requirements you have already fulfilled** based on your prior education and experience. For example, if you have had extensive education in business management or public policy areas, this will be considered in determining your requirement for additional graduate, or "round-out" courses. Similarly, if you have already completed senior-level Professional Military Education (e.g., Army War College), you can provide documentation of fulfillment of the PME requirement. Remaining requirements become part of your Individual Development Plan (IDP).

Next, you will **map out a strategy** for accomplishing the required program elements. In Section 2-1 of this Handbook, you will find information on the three conceptual progression tracks through DLAMP. You will be placed in the track that best fits your needs, based on your prior education and degree preferences. Follow the recommended sequence of activity for your track in developing your plan.

You will then **document your strategy in your IDP**. The recommended format for the IDP is found in Section 2-3 of this Handbook. If your agency uses a different format, you may add the necessary DLAMP information to your existing IDP. An electronic template of the IDP is available on the DLAMP website. Be sure to check with your Component DLAMP representative for any Component-specific guidance. Input from both your supervisor and your mentor, if you have one, will be helpful in developing your IDP. Considering your developmental needs and your organization's mission requirements, you should discuss the various options for completing each requirement (e.g., resident or non-resident PME; full- or part-time master's degree program) and the time-line for completing each program element. You should not worry about being locked into these initial decisions. The IDP is a "living" document that you will review and revise at least annually.

You are responsible for **keeping up with program updates**, new policies and procedures, administrative requirements, developmental activities, and other program changes. The easiest way to stay in the information loop is to maintain contact with your Component DLAMP representative, and to check the DLAMP and Component websites frequently for the latest program information. You will also receive occasional mailings of program updates and changes, via e-mail and the postal service. To receive information in a timely manner, you must ensure that your Component DLAMP representative and the DoD DLAMP Office have your current contact information. You should use the "Personal Information Change Sheet," found in Section 7 of this Handbook and on the DLAMP website, to notify these offices as soon as possible after any change occurs.

Lastly, we encourage you to **seek out opportunities** and make the most of your participation in DLAMP.

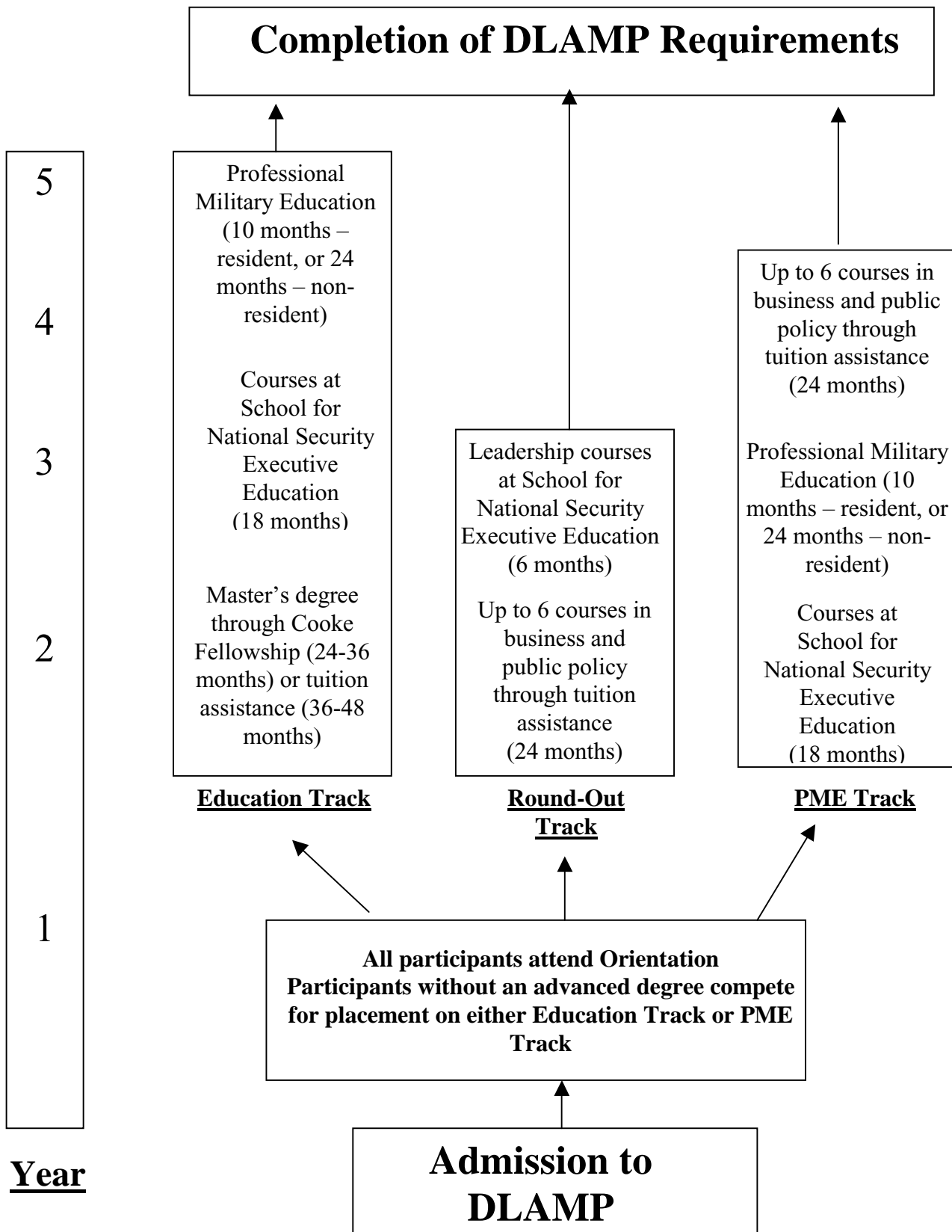
## ***Section 2-1. PROGRESSION TRACKS***

The graphic on the following page depicts three conceptual tracks for progression through DLAMP. Although most participants will follow one of these three tracks, your individual program may be tailored to meet your unique needs and situation.

- Education track – for participants who require a master’s degree and will pursue their education through a college or university. Participants on this track must also fulfill the requirements for PME.
- PME track – for participants who: (1) require a master’s degree and will earn one through attendance at an accredited PME program; or (2) have an advanced degree, but require PME. Participants on this track may also require round-out courses.
- Round-out track – for participants who possess a master’s or equivalent advanced degree and have completed PME.

There is no stated time limit for completion of DLAMP. Most participants are expected to complete all program requirements in two to five years, depending on their prior education, career goals, and unique circumstances.

# DLAMP Progression Model





## Section 2-2. DLAMP SELF-ASSESSMENT TOOL

This self-assessment tool was developed to assist you in identifying your educational and developmental needs. The self-assessment tool reflects the skills and competencies needed for positions in the Senior Executive Service. Using this tool will help you develop your Individual Development Plan and plan your short- and long-term training objectives. Note the competencies in which you are proficient, in the “Met” column. For those areas you identify as not fully met, indicate the training or education program(s) and work experiences that would help you attain the needed skills. We strongly recommend you discuss the results of the assessment with your supervisor and mentor.

OPM Executive Core Qualifications		
Competency Objectives	Met	Training Required
<p><b>1. Leading Change.</b> The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to this is the ability to balance change and continuity--to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and maintains focus, intensity and persistence, even under adversity.</p> <ul style="list-style-type: none"> <li>• Aware of internal and external environmental factors which impact your ability to implement change: political, economic, social, technological and administrative.</li> <li>• Understands the roles and relationships of the following on national policy making and implementation process: the President, Congress, the Judiciary, Political appointees, state and local governments and special interest groups.</li> <li>• Exercises leadership skills to motivate employees to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities.</li> <li>• Has a positive and constructive attitude towards the challenges of change and the ability to adjust rapidly to new situations.</li> <li>• Possess a high level of initiative, effort, and commitment to public service.</li> <li>• Self-motivated, seeks additional responsibility and follows through.</li> <li>• Resilience (i.e., ability to recover quickly from setbacks).</li> </ul>		
Competency Objectives	Met	Training Required
<p><b>2. Leading People.</b> The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.</p> <ul style="list-style-type: none"> <li>• Understands diversity issues.</li> <li>• Fosters a working environment where culturally diverse people work together, cooperatively and effectively.</li> </ul>		

## DLAMP SELF-ASSESSMENT TOOL

Competency Objectives	Met	Training Required
<b>2. Leading People. (continued)</b> <ul style="list-style-type: none"> <li>Assesses employees' unique talents and training. Provides developmental opportunities, which maximize employees' capabilities and contributions to the organization.</li> <li>Provides leadership in setting the workforce's expected performance levels commensurate with the organization's strategic plan.</li> <li>Promotes quality through effective use of the organization's performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate).</li> <li>Resolves administrative, labor-management and EEO issues by taking appropriate disciplinary actions.</li> </ul>		
Competency Objectives	Met	Training Required
<b>3. Results Driven.</b> Understands accountability and strives for continuous improvement. Is able to make timely and effective decisions that produce results through strategic planning and the implementation and evaluation of programs and policies. <ul style="list-style-type: none"> <li>Appropriately applies procedures, requirements, regulations, and policies related to specialized expertise; understands the link between administrative competencies and mission needs.</li> <li>Integrates program evaluation criteria into program design.</li> <li>Assesses policy, program, and project feasibility.</li> <li>Formulates short- and long-term goals and objectives and integrates them into the strategic plan.</li> <li>Structures and organizes work. Sets priorities for successful accomplishment of the strategic plan while balancing the interests of clients and readjusting priorities to respond to the organization's and customer's needs.</li> <li>Anticipates, diagnoses and resolves potential and actual problems related to program implementation and goal achievement, to include development of contingency plans.</li> <li>Is knowledgeable of internal control standards.</li> <li>Accountable for program results and holds others accountable for meeting their standards.</li> <li>Understands the need to market programs. Develops and implements appropriate marketing tools.</li> <li>Willing to take risks with new programs.</li> <li>Is technically proficient.</li> </ul>		

## DLAMP SELF-ASSESSMENT TOOL

Competency Objectives	Met	Training Required
<p><b>4. Business Acumen.</b> The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and uses technology to enhance decision making.</p> <ul style="list-style-type: none"> <li>Assesses current and projected staffing needs based on organizational goals and budget realities.</li> <li>Knowledgeable of merit principles and prohibited personnel practices to select, develop and manage a diverse workforce.</li> <li>Manages a budgetary process, including preparing, justifying and executing the budget under organizational and Congressional procedures.</li> <li>Knowledgeable of procurement and contracting procedures.</li> <li>Integrates and coordinates logistical operations.</li> <li>Understands the processes for allocating financial resources.</li> <li>Possesses marketing expertise to ensure appropriate funding.</li> <li>Knowledgeable of internal controls for financial systems.</li> <li>Manages information systems and other technological resources to meet the organization's needs by ensuring the efficient and cost-effective development and utilization of these systems and the ability to personally use systems.</li> </ul>		
Competency Objectives	Met	Training Required
<p><b>5. Building Coalitions/Communication.</b> The ability to explain, advocate and express facts and ideas in a convincing manner. A skilled negotiator both internally and externally. Develops an expansive professional network with other organizations to identify the internal and external politics that impact the work of the organization.</p> <ul style="list-style-type: none"> <li>Represents the organizational unit and its work (e.g., presenting, explaining, selling, defending, and negotiating) to those within and outside the agency (e.g., agency heads and other political and career executives; Office of Management and Budget; Congressional members, staffs, and committees; the media; clientele and professional groups).</li> <li>Establishes and maintains working relationships with internal organizational units (e.g., other program areas and staff support functions).</li> <li>Develops alliances with external groups (e.g., other agencies and governments, Congress, and clientele groups).</li> <li>Works effectively in-groups and teams.</li> <li>Is understood and supported by higher level management.</li> </ul>		

## DLAMP SELF-ASSESSMENT TOOL

DEFENSE CRITERION		
Competency Objectives	Met	Training Required
<p><b>Knowledge of the Department of Defense and Joint Service Principles.</b> Involves knowledge of the operational aspects of more than one major Defense organization (e.g., Army, Navy, Air Force, or Defense Agencies) and an understanding of the world geo-political/military environment in planning coordinating and communicating toward mission accomplishment. It also involves the ability to incorporate joint service principles.</p> <ul style="list-style-type: none"> <li>• Knowledgeable of the Commission on Roles and Missions and other studies directly related to the operations of DoD.</li> <li>• Understands the operational aspects of Departments of the Army, the Navy and the Air Force.</li> <li>• Applies Joint service principles in planning, doctrine, coordination, and communication.</li> <li>• Knowledgeable in planning, doctrine, coordination, communication, and training in support of a Unified Commander-in-Chief.</li> <li>• Understands the military aspects of the promotion of constitutional democracy and respect for human rights.</li> <li>• Knowledgeable about the DoD drug control policy.</li> <li>• Knowledgeable of emergency planning and preparedness, crisis management, and defense mobilization.</li> </ul> <p><b>Possesses substantive knowledge of the Department's national security mission:</b></p> <ul style="list-style-type: none"> <li>• The roles and relationship of the National Security Council (NSC), Department of State (DOS) and other Departments, Agencies, and interagency groups with responsibilities for national security policy.</li> <li>• Crisis prevention and management, including contingency planning for major areas of concern.</li> <li>• The conduct of alliances and defense relationships with foreign government, their military establishments, and international organizations defense security assistance.</li> <li>• Reducing and countering threats to the U.S. and allies of weapons of mass destruction, counterproliferation, arms control and security policy. International technology transfer, export controls, dual-use and munitions licensing, arms cooperation programs, and enforcement and intelligence systems. Strategic and theater nuclear offensive forces, strategic and defense forces, and space systems.</li> <li>• Special operations activities, including civil affairs and psychological operations, and low-intensity conflict activities, including counterterrorism, support to insurgency, and contingency operations.</li> </ul> <p><b>Contributes to a shared sense of trust among senior military and civilian leaders.</b></p> <ul style="list-style-type: none"> <li>• Identifies past working relationships that have shaped a sense of trust among military and civilian leaders.</li> <li>• Identifies experiences that contribute to enhancing a shared sense of trust with senior military and civilian leaders.</li> </ul>		

### ***Section 2-3. INDIVIDUAL DEVELOPMENT PLANS***

The Individual Development Plan (IDP) serves as the blueprint for identifying and tracking the participant's developmental needs, accomplishments, and progress towards achieving DLAMP objectives. It is a living document that you will update, revise, and adjust as you gain experience and your developmental needs change throughout your participation in the program. It is an important document, because it will be used annually to determine your "good standing" and continuation in the program. (Refer to the Good Standing Policy in Section 7-1 for additional information.) The IDP also will be used by the DLAMP office to project seat quotas and to develop funding and resource levels for the different elements of the program.

The IDP is prepared with your supervisor's participation and requires supervisory and Component approval. Your IDP should include all activities required by DLAMP to complete the program, as well as any others recommended by your supervisor. Each new participant is required to have their IDP signed and approved by their supervisor and submitted to their respective Component within 60 days of attending Orientation. The IDP form is found on pages 14-17 of this Handbook.

### **ROLES AND RESPONSIBILITIES**

#### **Participants**

- assess experience, abilities, attributes, knowledge, and skills against the developmental objectives of DLAMP, the Office of Personnel Management Executive Core Qualifications (ECQs), and the Defense criterion;
- draft the IDP by identifying developmental needs and ways to achieve them;
- prepare a timeline for accomplishing developmental activities;
- review the IDP with their supervisor to coordinate time away from job;
- provide a copy of the completed IDP to the Component within 60 days of Orientation; and,
- revise the IDP as needed and provide an updated IDP to the Component, at a minimum, annually.

#### **Supervisors**

- discuss, review, and approve the planning and scheduling of DLAMP activities;
- ensure a funding source for any activities outside the DLAMP curriculum;
- certify the IDP at least annually.

#### **Component DLAMP Offices**

- review and approve initial IDPs for adequacy and completeness, and submit them to the DLAMP Office within 90 days of Orientation;

- review IDPs annually to determine “good standing” status;
- provide a copy of each approved IDP, with revisions and updates, to the DLAMP office.

#### DLAMP Office

- develop IDP requirements;
- provide necessary information to participants to complete the IDP;
- provide program guidance and academic counseling to participants and supervisors;
- provide authorized funding for approved DLAMP activities.

#### ADDITIONAL GUIDELINES FOR PREPARING THE IDP

- DLAMP operates on the basis of the Fiscal Year - October 1 through September 30. Your IDP should indicate the Fiscal Year in which you plan to accomplish each requirement.
- The IDP should reflect the decisions made as a result of completing a self-assessment of developmental needs.
- The IDP should reflect all required DLAMP activities. The activities should be reasonably distributed over the period the participant plans to spend in the program, with some activity taking place each year. (Refer to the Good Standing Policy for information on required annual activity.)
- Preparatory courses at the School for National Security Executive Education must be scheduled to ensure completion prior to planned participation in Professional Military Education.

## Defense Leadership and Management Program (DLAMP)

### Individual Development Plan (IDP)

<b>DLAMP Participant Information</b>				
Name:		Title:		
Pay Plan, Series, and Grade:				
Work Phone Number (Commercial and DSN):		FAX:		
E-mail:		DLAMP Class:		
Education: BA/BS	Major:	Minor:	Institution:	Date:
MA/MS	Major:		Institution:	Date:
PhD	Major:		Institution:	Date:
Other	Major:		Institution:	Date:
<b>Supervisor Information</b>				
Name:		Title:		
Pay Plan, Series, and Grade:				
Work Phone (Commercial and DSN):		FAX:		
E-mail:				
<b>Career Goals</b>				
Short term:				
Long term:				

## Individual Development Plan, Page 2

### Graduate-Level Round-Out Courses

Up to six courses may be taken with the approval of your supervisor and DLAMP.

Course or Subject Area*	Fiscal Year	Projected Start (Mo/Yr)	University	Date Completed (Mo/Yr)
1.				
2.				
3.				
4.				
5.				
6.				

\*For example: Accounting, Acquisition, Economics, Human Resources, Management Information Systems, Statistics, Public Policy



## Individual Development Plan, Page 3

### Graduate Degree Program

Institution: \_\_\_\_\_ Degree: \_\_\_\_\_

Schedule: Full-Time \_\_\_\_\_ Part-Time \_\_\_\_\_

Accreditation: \_\_\_\_\_

Entrance Requirements: (e.g., GRE, GMAT) \_\_\_\_\_

Semester/Qtr Hour Cost: \$ \_\_\_\_\_

Course or Subject Area	Fiscal Year	Projected Start Date (Mo/Yr)	Date Completed (Mo/Yr)
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

## Individual Development Plan, Page 4

School for National Security Executive Education (SNSEE, NDU)			
Course Name	Fiscal Year	Projected Start Date	Date Completed or Fulfilled
1. War & Strategy			
2. Geopolitics & Defense Policy			
3. Defense Decision Making			
4. Leadership Competencies & National Security			
5. Contemporary Strategic Leadership			
Professional Military Education—Senior Service Schools			
Preferred Program	Fiscal Year	Projected Start Date	Date Completed or Fulfilled
Resident _____ Nonresident _____ To meet degree requirement? ____ Yes ____ No			
Rotational Assignment (recommended)			
Assignment:			
Projected Start Date:		Date Completed:	
Competency Objectives:			
<i>I certify that I have met with my supervisor, and we have discussed my developmental needs. This document reflects the recommended activities that will enhance my development toward the goals and objectives of DLAMP.</i>			
<b>DLAMP Participant Signature</b>		<b>Date</b>	
<i>Approved:</i>			
<b>Participant's Supervisor Signature</b>	<b>Date</b>	<b>Component Representative's Signature</b>	<b>Date</b>
<b>DLAMP Academic Counselor's Signature</b>		<b>Date</b>	

### Section 3

## DLAMP Master Schedule of Events

Program Component	Requirements	Annual Dates
<b>Annual Solicitation</b>	DLAMP annual announcement	June
	Component nominations due to DLAMP Office	December
	DoD DLAMP Office review	December
	Council ratification of selections	January
	Welcome letters	January
<b>Orientation</b>	All new participants attend	March
<b>Individual Development Plans</b>	Participants bring initial draft IDP to Orientation	March
	Participants refine and submit IDP through Component to DLAMP Office	60 days after Orientation
<b>Annual Good Standing</b>	Annual period for review	Oct 1 – Sep 30
	Components submit status for all active participants to DLAMP Office	November 15
	DLAMP review; approval for continuation or disenrollment	December
<b>Graduate Courses (Round-Out)</b>	Rolling enrollment based on individual IDP and school schedule	On-going
<b>Graduate Degree Program</b>	Component nominations for fellowship or part-time program due to DLAMP	May
	Selection for fellowships or part-time program	June
<b>SNSEE Leadership and National Security Studies</b>	Release following Fiscal Year's class schedule	July
	Enrollment in required classes of participants selected for PME	July - September
	Open enrollment of participants	October forward
<b>Professional Military Education</b>	Component nominations (for following year) due to DLAMP Office	May
	DLAMP announces PME placements	June
	Schools confirm selections	April (next year)
	Participants begin PME	July/August (next year)
<b>Recognition of Program Completion</b>		July

## ***Section 4***

# **GRADUATE EDUCATION**

## ***Section 4-1. MASTER'S DEGREE OPTIONS***

### **Background**

Upon completion of DLAMP, every participant is expected to have a master's degree or equivalent advanced education from an accredited institution. Three options exist for earning a master's degree: (a) Up to 100 full-time fellowships will be available each year through a competitive selection process; (b) Other participants will earn a master's degree through part-time study funded by DLAMP; (c) The final group will earn a master's degree through one of the degree-granting PME programs. These options are available to all participants who do not currently possess an advanced degree.

### **Guidelines**

#### **David O. "Doc" Cooke Fellowship Program (Full-Time Study).**

1. Each fiscal year, 100 fully funded graduate education fellowships will be available for DLAMP participants without an advanced degree. Participants may enroll in specific graduate programs to earn degrees in technical, business, management, public administration or other disciplines that will enhance their performance as government managers and leaders. Participants will attend a local accredited university or college on a full-time basis and will be required to complete all requirements for a master's degree within three years.
2. Prior to submission of an application for a Cooke Fellowship, interested participants must apply and be formally accepted in a master's degree program offered by an accredited university or college.
3. Following the annual announcement in March, DLAMP participants may submit a Cooke Fellowship Application (form found in this section) with copies of required documents and supervisory approval, to the Component. Component nominations will be due to the DLAMP office in May for courses scheduled to begin in September of an academic year. Final selections will be announced in June. Unsuccessful applicants may pursue a master's degree on a part-time basis and reapply for a Fellowship during the next competitive period (maximum of two attempts).
4. After award of a Cooke Fellowship, the DLAMP participant will be required to register for the number of credits representing a full graduate course load by that particular academic institution for each regular semester, trimester, quarter or summer session. Participants may register for courses offered during the day, evenings, or weekends under a regular semester, quarter or accelerated weekend format.

5. While on a Fellowship, the participant remains an employee of their Component or agency; however, graduate study is the participant's full-time job.
6. Degree completion time may vary based upon requirements for credit, comprehensive examinations, practicums and research, but will not exceed three years.

### **Part-Time Study.**

1. Participants without an advanced degree may enroll as part-time students in graduate programs to earn degrees in technical, business, management, public administration or other disciplines that will enhance their performance as government managers and leaders.
2. Prior to submission of an application for DLAMP academic funding, interested participants must apply and be formally accepted in a master's degree program offered by an accredited university or college.
3. On a part-time basis, participants may enroll in daytime, evening or weekend traditional classroom courses or in on-line courses that fulfill degree completion requirements. Class and work schedules will be coordinated with and approved by the supervisor. Degree completion time may vary based upon requirements for credit, comprehensive examinations, practicums and research, but will not exceed four years.

### **Participants with Prior DLAMP Courses.**

1. Special provisions are available to help participants in the Classes of 1997 to 2001, transition the graduate education received under the original program to one of the degree options of the refocused program, described above, or to further graduate study they may choose to pursue on their own. Advice and assistance is available from the DLAMP Graduate Education Team.
2. In order to reap maximum benefit from DLAMP-funded graduate education, participants who successfully completed graduate courses under the original DLAMP curriculum must consider the transferability of the credits earned when selecting a master's degree program under the refocused program. The following policy applies to the approval of DLAMP funding for master's degree programs:
  - a. One for one credit should be requested for each DLAMP course for which the participant has received graduate credit.
  - b. DLAMP participants must seek maximum transfer credit in their selected master's program for completed DLAMP graduate courses. DLAMP will assist the participant in coordinating with the civilian school and provide information on the DLAMP graduate courses as required. The decision whether appropriate credit for DLAMP courses was granted will depend on the circumstances of each course, each student, and each school.

c. DLAMP graduate courses were in business management and public policy areas and should be transferable into MBA, MPA, and similar programs. Participants seeking funding for master's programs in a technical field to which DLAMP credits do not apply may request an exception to policy. Funding for these degrees will be considered on a case-by-case basis.

3. The DLAMP Graduate Education staff is available to assist participants in negotiating with college and university staff on the transfer of credits.

4. The procedures for obtaining transcripts from former consortium universities are found in section 7 of this Handbook.

**Defense Leadership and Management Program  
David O. "Doc" Cooke Fellowship  
Application Form**

**Instructions:** Submit this form, with supervisory endorsement and the following supporting documentation, to your Component:

1. Statement describing your proposed course of study and the anticipated benefits to DoD (one page).
2. Resume, including career goals (one page).
3. Transcripts (unofficial copies acceptable) for all undergraduate and graduate credits earned.

**PERSONAL DATA**

Name (Last, First, Middle)	Component AR __ NV __ AF __ 4 <sup>th</sup> Est __ Intel __
Organization address:	Social Security Number:
Phone (work):	FAX:
E-mail address:	DLAMP Class

**PRIOR EDUCATION**

Undergraduate institution (s)	Major	Degree earned	Year	Cumulative GPA
Undergraduate honors				
Post-baccalaureate credits earned (if any)				
Institution	Major		Year	Cumulative GPA

**PROPOSED GRADUATE PROGRAM**

Graduate school	Admission date
Master's degree sought	Proposed graduation date (semester and year)
Proposed research topic	
Location of classes Street _____ City _____ State _____	

**PARTICIPANT SIGNATURE**

I affirm that the information provided in this application is complete and accurate to the best of my knowledge.

Signature \_\_\_\_\_ Date \_\_\_\_\_

## COOKE FELLOWSHIP APPLICATION FORM, Page 2

### SUPERVISOR ENDORSEMENT

I support this application for DLAMP fellowship.

Name of Supervisor \_\_\_\_\_ (print)

Signature \_\_\_\_\_ Date \_\_\_\_\_

### COMPONENT ENDORSEMENT

\_\_\_\_\_ (Component) supports this nomination for DLAMP fellowship.

Name of Endorsing Official \_\_\_\_\_ (print)

Signature \_\_\_\_\_ Date \_\_\_\_\_

### DLAMP OFFICE RECOMMENDATION

\_\_\_\_\_ Recommend Approval      \_\_\_\_\_ Recommend Disapproval

Remarks:

Signature \_\_\_\_\_ Date \_\_\_\_\_

### FINAL DISPOSITION

\_\_\_\_\_ Approved      \_\_\_\_\_ Disapproved

Remarks:

Signature \_\_\_\_\_ Date \_\_\_\_\_



## ***Section 4-2. GRADUATE-LEVEL ROUND-OUT COURSES***

### **Background**

Participants who hold an advanced degree upon entry into DLAMP will be required to assess their past formal education with their supervisors to determine whether or not additional graduate courses in specific subject areas are needed to provide skills that are key to their success as future leaders in the Department.

### **Guidelines**

1. These participants will be afforded the opportunity to attend up to six graduate courses in business management and public policy areas at local accredited universities to round-out their academic portfolio. For example, participants and their supervisors may select graduate courses in accounting, acquisition, economics, human resources management, management information systems, public policy, statistics, or other business management and public policy areas, to meet individual needs.
2. On a part-time basis, participants may enroll in daytime, evening or weekend traditional classroom courses or in on-line graduate courses that fulfill course requirements. The class and work schedule will be planned in conjunction with the supervisor.
3. Prior to submission of an application for DLAMP academic funding, interested participants should contact the DLAMP Graduate Education Team for a preliminary discussion of their prospective academic plans. Participants must apply to an accredited university or college to take a specific number of graduate courses.
4. The DLAMP Graduate Education Team will monitor enrollment to ensure that course selection complies with the intent of this program element, as outlined above.

## **Section 4-3. APPLICATION FOR DLAMP ACADEMIC FUNDING FOR ALL GRADUATE COURSES**

### **Background**

DLAMP will provide central funding for costs associated with all approved graduate courses. This includes both full-time and part-time study for completion of a master's degree and part-time graduate study for participants who have advanced degrees but will take additional courses in business management and public policy areas to round out their backgrounds.

### **General Rules and Procedures**

1. Participants approved for and enrolled in graduate courses are required to list the costs for tuition, books and materials for each course on a separate DD Form 1556, Request Authorization, Agreement, Certification of Training and Reimbursement. The DD Form 1556 will be completed by the participant, approved by the supervisor, then sent to DLAMP by email ([dlamp@cpms.osd.mil](mailto:dlamp@cpms.osd.mil)). The hard copy form, signed by the supervisor, must then be faxed, along with the course description from the university catalog and a copy of the tuition rate, to DLAMP at (703) 696-9581. Complete forms must be received by DLAMP at least four (4) weeks prior to the beginning of the course. (DD Form 1556 is available on the DLAMP website at [www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp)).
2. If textbooks are purchased separately from tuition, you may request reimbursement for the textbooks along with any authorized local travel costs, using SF 1164, Claim for Reimbursement for Expenditures on Official Business. Detailed instructions and frequently asked questions are found on the DLAMP website.
3. Any changes in course enrollments during the university's drop/add period must be reported to DLAMP and the original DD Form 1556 cancelled. A new DD Form 1556 must be prepared for any substitute course and submitted to DLAMP with the supervisor's signature. Additional costs related to student-initiated course withdrawals after the initial class start date will be the responsibility of the participant, unless the withdrawal was due to circumstances beyond the participant's control.
4. The participant must submit grade reports to DLAMP within six weeks after the semester ends. If the grades are not available, the participant will notify DLAMP within six weeks after the semester ends and will submit the grade(s) as soon as they are available. Grade reports should be faxed to DLAMP at (703) 696-9581. Any participant who fails to earn a passing grade for a course will be required to reimburse DoD for the full cost of tuition, books and student fees unless failure was due to circumstances beyond the participant's control. Funding will not be provided for subsequent graduate courses until repayment has occurred. If a student is required by a university to retake a graduate course for which he received a low passing grade, DLAMP will not provide funding for a repeat of the same course.

5. The participant will sign a continuing service agreement when the DD Form 1556 is completed and submitted for processing. This signature certifies that the participant understands and commits to the required service obligation following completion of coursework. In addition, the participant authorizes DLAMP to obtain grades from the university for any courses not provided by the participant within the six-week timeframe.

## *Section 5*

# **SCHOOL FOR NATIONAL SECURITY EXECUTIVE EDUCATION (SNSEE)**

## ***Section 5-1. ENROLLMENT PROCEDURES***

### **Background**

Completion of senior-level Professional Military Education (PME) is a requirement for all DLAMP participants. Prior to attending PME, all participants are required to complete the national security and leadership courses at the School for National Security Executive Education (SNSEE), at the National Defense University. These five courses provide an excellent introduction to national security policy and decision-making, as well as leadership competencies in preparation for Senior Service School attendance. The DLAMP office is responsible for enrolling participants into SNSEE courses and adjudicating requests for course exceptions.

### **General Information**

The five SNSEE courses are:

- Course 6900—War and Strategy
- Course 6920—Geopolitics and Defense Policy
- Course 6940—Defense Decision Making
- Course 6960—Leadership Competencies and National Security
- Course 6962—Contemporary Strategic Leadership

All courses are two weeks in length and stand-alone (i.e., none is required as a prerequisite for another). The maximum enrollment is 25 participants per class. A study guide, course syllabus and the assignment for the first day of class will be mailed to the participant's home address approximately 30 days prior to the course start date. The DLAMP office will prepare and issue travel orders for participants who are outside the local commuting area. These participants will be furnished a listing of local hotels within the per diem rate that are accessible by public transportation to the SNSEE campus. Directions to the SNSEE facility are available on the DLAMP website. Participants in the local area may be reimbursed for mileage that exceeds their normal commute. The National Defense University will send participants a grade report within two weeks of course completion.

### **Enrollment Priorities**

To maximize participant preparation for senior-level PME, the following priorities apply:

Priority 1 – A participant who has been selected to attend PME in the upcoming year. For the 2002-2003 transition year, this priority will apply to participants who plan to attend PME in Academic Year 2003-2004, in a resident or non-resident status.

Priority 2 – A participant who has failed, withdrawn with good cause, or received an incomplete grade in a SNSEE course. (A participant who has failed or received an incomplete grade may not take another SNSEE course until the course in question has been successfully completed.)

Priority 3 – Other participants on the PME track. (This applies to participants who are on the PME track but are not slated to attend PME in the upcoming year.)

Priority 4 – All other participants who meet SNSEE course eligibility requirements. (Applies to participants who are on another track or have withdrawn from a course without good cause.)

### **Enrollment Procedures**

The DLAMP office is responsible for enrolling participants in SNSEE courses. The enrollment request form and course schedule may be found on the DLAMP website. Enrollment requests may be faxed to DLAMP at 703-696-9525.

The DLAMP Academic Coordinators are the participants' primary point of contact for the SNSEE courses and will:

- Process all SNSEE course enrollment requests.
- Notify participants by e-mail of selection, non-selection or alternate status, 60 days prior to the course start date.
- Advise participants who are not selected of the reasons for non-selection and, if applicable, offer enrollment in available courses.
- Prepare and finalize course rosters approximately 60 days prior to the course start date.
- Process course withdrawal notifications.
- Prepare and fax TDY orders to participants who are outside the local commuting area.
- Contact alternates and offer placement in courses when openings occur within 30 or more days prior to the course start date.

### **Course Exceptions**

DLAMP will consider exceptions on a case-by-case basis for the SNSEE policy courses. DLAMP grants exceptions for the policy courses based on previous comparable graduate-level course work from an accredited college or university, or a military education program. The course exception form, transcript, and course descriptions should be faxed to DLAMP at 703-696-9525. Exceptions for the leadership courses will not be considered.

**Defense Leadership and Management Program  
School for National Security Executive Education (SNSEE)  
Course Exception Request**

Requests for exceptions to SNSEE courses are considered on a case-by-case basis. DLAMP grants exceptions for the national security policy courses based on comparable previous graduate-level course work from an accredited college or university, or a military education program.

Each graduate course exception request must include this form and a copy of the transcript and course description from the equivalent course.

I am requesting an exception for the following SNSEE course. Please check.

War and Strategy, 6900 \_\_\_\_\_

Geopolitics and Defense Policy, 6920 \_\_\_\_\_

Defense Decision-Making, 6940 \_\_\_\_\_

---

Title of equivalent graduate course: \_\_\_\_\_

Institution: \_\_\_\_\_ Date completed: \_\_\_\_\_

---

Participant Name (Please print or type)

Signature and Date

Component: \_\_\_\_\_ Office Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

---

Forward your information by mail or fax to:

Mail or fax to:

Defense Leadership and Management Program

1400 Key Boulevard, Suite B200

Arlington, VA 22209-5144

Fax: (703) 696-9525

## **Section 5-2. SNSEE COURSE DESCRIPTIONS**

### **COURSE 6900: WAR AND STRATEGY**

This course introduces the student to the fundamental themes and concepts in the study of war and strategy. The basic text—a collection of essays edited by Peter Paret in *Makers of Modern Strategy*—prepares the student for more advanced instruction in the detailed writings of such theorists as Machiavelli, Clausewitz, and Moltke. The objective is to familiarize the student not only with the classical theorists throughout history, but also their relevance to contemporary issues of international security—such as the role of alliances, the problems of coalition building in U.S. foreign policy, approaches to developing strategies of “coercive diplomacy,” and the impact of new scientific and technological developments on strategy, tactics, and operations.

#### **Curriculum**

In more specific terms, the objectives of the course include the following:

1. To enhance understanding of the relevance of key strategic thinkers and their approaches to war and strategy;
2. To deepen historical understanding of the evolution of strategic thinking from the time of the classical writers to the present era; and
3. To gain strategic and policy-relevant perspectives on key security challenges of the early 21<sup>st</sup> century, such as global terrorism and the proliferation of weapons of mass destruction.

This is a foundation course for more advanced instruction in understanding the basic concepts in the study of war and strategy.

#### **Illustrative Readings**

Samuel P. Huntington, *The Clash of Civilizations and the Remaking of World Order*; Peter Paret (Ed.), *Makers of Modern Strategy: from Machiavelli to the Nuclear Age*; John Mearsheimer, *The Tragedy of Great Power Politics*; Niccolo Machiavelli, *The Prince and Other Political Writings*.

### **COURSE 6920: GEOPOLITICS AND DEFENSE POLICY**

This course, an introduction to the fundamentals of geostrategy, is divided into four parts:

1. An overview of theories of strategy, hegemony, and the U.S. global leadership role;
2. The elements of military power (air, land, sea, and space), and their application in support of national military strategic goals;
3. The impact of global trends (social, demographic, economic, etc.) on U.S. strategy; and
4. Regional security issues in the framework of the unified geographical command structure.

#### **Curriculum**

This course offers a better understanding of how national interests are defined, how strategic goals are determined, and how they are achieved. In more specific terms, it examines:

- The nature of U.S. national security interests;
- The environments in which power is exercised and global trends affecting U.S. security interests;
- Regional developments of importance to U.S. security interests, particularly current and future threats and challenges;

- Key factors that drive the geopolitics of the major regions of the world, the sources of conflict in those regions, and the risk of escalation beyond regional borders; and
- Strategies for dealing with potential regional conflicts with particular interest in regions of the world where the threat of terrorism is most pronounced.

### **Illustrative Readings**

Zbigniew Brzezinski, *The Grand Chessboard*; Zalmay Khalilzad and Ian O. Lesser (eds.), *Sources of Conflict in the 21<sup>st</sup> Century: Regional Futures and U.S. Strategy*; David Callahan, *Unwinnable Wars: American Power and Ethnic Conflict*.

## **COURSE 6940: DEFENSE DECISION MAKING**

This course introduces students to the analytical methods, individual perspectives, organizational interests and environmental factors that drive national security decisions. War Colleges stress these aspects because they teach students to weigh the interests of superiors, subordinates, allied agencies and opponents in decisions. This is an essential skill for taking on greater responsibility and, eventually, leadership in decision-making.

### **Curriculum**

The course approaches the study of national security decision-making in three stages: It draws key concepts, theories, and methods of defense decision-making from the literatures of political science, decision science/administrative theory, psychology, systems analysis, and management science. For example:

- Systems analysis, in the Planning, Programming, and Budgeting System, provides the analytic approach by which DoD makes and justifies decisions.
- Management science, especially strategic planning, has influenced DoD's "twin revolutions" in Military Affairs (RMA) and in Business Affairs (RBA).

It applies these concepts to the institutional processes for defense decisions:

- Formal/informal relationships within DoD, and with Congress, the White House/NSC, State Department, Intelligence and other agencies, the media, and industry.
- Examines these relationships in the contexts of law, customary practice, and shifting authority relationships.

It challenges students' understanding of how these concepts and processes apply to real world national security decision cases.

### **Illustrative Readings**

Concepts: Alberts & Czerwinski, *Complexity, Global Politics, And National Security*; March & Olson, "Garbage Can Models of Decision-Making in Organizations;" Quade, *Analysis for Military Decisions*; Schoemaker, "Scenario Planning: A Tool for Strategic Thinking."

Process: Allard, *Command, Control, and the Common Defense*; Cambone, *A New Structure for National Security Planning*; Fukuyama & Shulsky, *Military Organization in the Information Age*; Larson et al, *Defense Planning in a Decade of Change*.

Cases: Cohen & Gooch, *Military Misfortunes: The Anatomy of Failure in War*; Keegan, *The Mask of Command*; Krepinevich, "Cavalry to Computer: The Pattern of Military Revolution;" Lord, "Crisis Management: A Primer;" Murray, *Hard Choices: Fighter Procurement in the Next Century*; Zakheim, "Tough Choices: Toward a True Strategic Review."



## **COURSE 6960: LEADERSHIP COMPETENCIES AND NATIONAL SECURITY**

This course focuses on leadership development at all levels of the national security community. It is the recommended first course for DLAMP participants.

1. The strategic environment—developing innovative and creative leaders; strategic leader competencies; group and team processes; leading & managing change; strategic negotiations; information age legislation & policy.
2. Values, ethics, and leadership—assessing tensions that can come between individual and organizational values; demands that government service places on individuals; expectations held by society at large in government service.
3. Case studies—incorporating the previous topics into the 21<sup>st</sup> century's changing security requirements; leadership and ethics challenges posed by that environment for those organizations with national security responsibilities.

### **Curriculum**

Prior to beginning class, students will complete the on-line Executive Assessment (EA) and the Ethical Type Indicator (ETI) developed at ICAF. During the two-week course, each student will meet individually with a certified assessment counselor from ICAF to address the results of the EA and a SNSEE counselor for the ETI.

- **Introduction to strategic leadership: assessing the strategic environment**
  1. Strategic leadership development: the role of executive assessment
  2. Strategic leader competencies (reframing, critical and creative thinking)
  3. Group/team processes (building high performance teams; consensus decision making)
  4. Leading change (organizational, cultural, power politics and learning organizations)
  5. Strategic negotiations
  6. Information age legislation and policy
- **Ethics & demands on strategic leadership**
  1. Individual value conflicts within an organizational mission
  2. Ethics: agency and public interest
  3. Ethics and just war
- **Case studies on 21<sup>st</sup> century challenges in ethics, leadership and organizations**

### **Illustrative Readings**

Core Books (on Strategic Leadership): Jacobs, *The Competitive Edge*; Sullivan, *Hope is Not a Method*; Colosi, *On and Off the Record: Colosi on Negotiation*.

Cases: VanDerWall, *Full Leadership Development: Building the Vital Forces in Organizations*; Kouzes & Posner, *The Five Practices of Exemplary Leadership When Leaders Are at Their Best*; Mohn, *Humanity Wins: a Strategy for Progress & Leadership in Times of Change*; Gergen, *Eyewitness to Power: The Essence of Leadership: Nixon to Clinton*.

## **COURSE 6962: CONTEMPORARY STRATEGIC LEADERSHIP**

This course focuses on developing a learning framework and perspective for understanding the elements of contemporary strategic leadership. The students will first learn about leadership theory in order to deepen their appreciation for the frames of reference. Students will then apply these to their evaluation of leadership attributes that emerge in case studies. After completing each of the course's three case study periods, the class as a whole will develop a

leadership profile that reflects the period and the leadership qualities needed for success. Once equipped with this understanding of the elements of leadership through historical trends, the class will employ “visioning” techniques to develop a Class Transformational Leadership Model for success now and in the future. This model will incorporate all the risks, media, and ethical practices required to support the public trust. As a result, the students will gain a richer appreciation for the ingredients of successful military and civilian leadership and a clearer view of their own professional leadership responsibilities.

## **Curriculum**

### **I: FOUNDATIONS OF LEADERSHIP**

The introduction to this course will establish a working framework for consideration of the nature of leadership in various settings. It deals with questions like: What is leadership? What are the attributes of a “good” leader? Are good leaders born or are they made? What accounts for success or failure in leadership roles? Is it possible to develop a generalized model or paradigm for effective leadership? The development of a working framework is necessary as a context for consideration of specific leadership traits and leadership styles (profiles).

#### **Illustrative Readings**

Army FM 22-100, *Military Leadership*; Bolman & Deal, *Reframing Organizations: Artistry, Choice, and Leadership*; Hersey & Blanchard, *Situational Leadership*; Jacobs, *Strategic Leadership: The Competitive Edge*.

### **II: LEADERSHIP PROFILES: RECENT CLASSICAL CASES**

These classical cases provide a baseline for more in-depth consideration of contemporary leaders. Individual students will report to the class on assigned leadership figures within the requirements for a leadership construct. At the conclusion of this period, the class as a whole will develop a leadership profile unique to the period and the leadership qualities needed for success.

<b>CIVILIAN LEADERS</b>	<b>ROLE</b>	<b>ERA</b>	<b>MILITARY LEADERS</b>
Harry S. Truman George Marshall	President/CINC Sec State	Korean War	Douglas MacArthur
Lyndon B. Johnson Robert McNamara	President/CINC Sec Defense	Viet Nam War	Maxwell Taylor
Ronald Reagan	President/CINC	Goldwater-Nichols	William Crowe

### **III: CONTEMPORARY LEADERSHIP**

Individual students report to the class on their assigned leadership figure within the requirements for a leadership construct. At the conclusion of each period (Leadership in the 1990’s; Current Leadership), the class as a whole will develop a leadership profile that reflects the period and the leadership qualities needed for success.

**A. Leadership in the 1990's:**

<b>CIVILIAN LEADERS</b>	<b>ROLE</b>	<b>ERA</b>	<b>MILITARY LEADERS</b>
George H. Bush Richard Cheney	President/CINC Sec Defense	Gulf War	Colin Powell Norman Schwarzkopf
William Clinton	President/CINC	Kosovo	Clark; Fogleman

**B. Current Leadership:**

<b>CIVILIAN LEADERS</b>	<b>ROLE</b>	<b>ERA</b>	<b>MILITARY LEADERS</b>
George W. Bush Richard Cheney Donald H. Rumsfeld Colin Powell Thomas Ridge	President/CINC Vice President Sec Defense Sec State Homeland Defense	Transformational Leadership; War on Terrorism	Franks; Myers

**IV: DEVELOPMENT OF LEADERSHIP MODELS**

*Class Developed Leadership Model:* Students as a class, using course materials as a basis for comparison, and through visioning, will develop and project a Class Transformational Leadership Model necessary for success in the present and in combating the challenges facing DoD in coming decades.

**Illustrative Readings**

Core Lessons: Neustadt, *Presidential Power and the Modern Presidents*; The Truman-MacArthur Controversy and the Korean War; McMaster, *Dereliction of Duty*; Gordon & Trainor, *The Generals' War*; General Colin Powell, Chairman (Ret), Joint Chiefs of Staff, *A Leadership Primer*. (Writings on Presidents are from many sources for this curriculum but not defined with these readings.)

Other Books: Sullivan, *Hope is Not a Strategy*; Taylor & Rosenbach, *Military Leadership in Pursuit of Excellence*; Army Military Leadership FM22-100; Harari, *The Leadership Secrets of Colin Powell*; Cheney, *Professional Military Education: An Asset for Peace and Progress*.

## ***Section 5-3. SNSEE COURSE WITHDRAWAL PROCEDURES***

### **Background**

A DLAMP participant who is notified of acceptance to attend a SNSEE course is expected to attend the course. DLAMP will accept course withdrawals by telephone or e-mail up to 30 days prior to the course start date. A participant who must withdraw from a course less than 30 days before the course starts, must notify DLAMP officially following the procedure outlined below.

After a withdrawal, the participant must submit an enrollment request and successfully complete the course within six months from the date of withdrawal. DLAMP staff will make every effort to meet the request. If the requested class is full, the participant will be placed on a waiting list and will be notified should an opening occur.

### **Notification procedure**

If withdrawal from a SNSEE course is unavoidable, the DLAMP participant must complete the SNSEE Course Withdrawal Notice and fax it to the DLAMP office and the appropriate DLAMP Component office **immediately**. Component contact information is available on the DLAMP website.

- The withdrawal notice must state the reason for the withdrawal and be signed by the participant and the participant's first and second-level supervisors.
- The withdrawal notice will be retained in the participant's DLAMP files.
- Due to the large number of DLAMP participants and the limited number of available spaces, no guarantee can be made of future course availability.
- All books and course materials **must be** returned to the shipping source within 14 calendar days of the withdrawal notification.

**Defense Leadership and Management Program  
School for National Security Executive Education (SNSEE)  
Course Withdrawal Notice**

If withdrawal from a SNSEE course is unavoidable, please complete the course withdrawal notice and fax it to the DLAMP office and your Component immediately (Component contact information is available on the DLAMP website). This applies to course withdrawals that are less than 30 days before the course start date.

- The withdrawal notice must state the reason for the withdrawal and be signed by your first and second-level supervisors.
- The withdrawal notice will be retained in your DLAMP files.
- Due to the large number of DLAMP participants and limited number of spaces available, no guarantee can be made of future course availability.

**Participant Name:** \_\_\_\_\_

**Organization:** \_\_\_\_\_ **Work Phone Number:** \_\_\_\_\_

**Course Name:** \_\_\_\_\_ **Course Date:** \_\_\_\_\_

**Date Registered for Course:** \_\_\_\_\_ **Date of Withdrawal:** \_\_\_\_\_

**Reason for Withdrawal:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**Were course materials received?**                      Yes \_\_\_\_\_      No \_\_\_\_\_

**If yes, provide date the course materials will be returned.** \_\_\_\_\_

\_\_\_\_\_  
(Participant Signature and Date)

\_\_\_\_\_  
(First Level Supervisor Signature and Date)

\_\_\_\_\_  
(Second Level Supervisor Signature and Date)

**Fax to: 703-696-9525**

**Defense Leadership and Management Program**

**1400 Key Boulevard, Suite B200**

**Arlington, VA 22209-5144**

## *Section 6*

# **PROFESSIONAL MILITARY EDUCATION**

### **Background**

DLAMP participants are required to successfully complete a senior-level course in professional military education (PME). The PME requirement may be fulfilled by attending a ten-month resident program offered at the military service schools or the National Defense University, or an equivalent non-resident program. There are limited opportunities open to DLAMP participants in the ten-month programs.

### **Overview**

Senior-level professional military education is a comprehensive program for senior military and civilian leaders that focuses on developing national security strategy and policy. Participants should carefully select their PME preferences. It is recommended that you review each school's mission, curriculum focus, and student body profile, and consider how attending a particular school will complement your career plans.

Each PME institution sets its own eligibility criteria. (Refer to the school summaries later in this section for additional information.) Civilians who attend Senior Service Schools generally:

- Are career status, GS/GM 14-15 (or equivalent), serving in permanent competitive appointments (only the Army and Naval War Colleges will accept a GS-13 by exception).
- Have or are able to obtain a Top Secret clearance.
- Have a bachelor's degree--historically, more than fifty percent have master's degrees and approximately three percent hold doctorates.
- Have outstanding performance records.
- Possess skills needed for continued achievement and leadership roles.

Although each school's mission is unique, their primary objective is to prepare future military and civilian leaders for high-level policy, command, and staff responsibilities. This is accomplished through studies in diplomatic, economic, military, and informational dimensions of the national security environment, to include the impact of these factors on strategy formulation, implementation, and campaigning.

### **Curriculum**

The curriculum is composed of five major components:

National Security Strategy provides the participant with an understanding of how to develop, apply, and coordinate policy objectives to ensure national security goals are met.

National Planning Systems and Processes provides the participant with an understanding of the systems and processes used to determine national policy. Participants learn how time, coordination, policy, politics, doctrine, and national power impact the national planning process.

National Military Strategy and Organization provides the participant with an understanding of the importance of developing, deploying, employing, and sustaining military resources, in concert with other elements of national power, to meet national security goals.

Theater Strategy and Campaigning provides the participant with an understanding of how joint operations and multinational campaigns support national objectives. It examines the relationships and interplay among the national strategic, theater strategic, and operational levels of war.

Systems Integration in 21st Century Battlespace provides the participant with an understanding of the integration of joint and Service systems responsible for supporting military operations during war.

### **Senior-Level Professional Military Education Institutions**

National Defense University

- National War College
- Industrial College of the Armed Forces

Service Schools

- Army War College (resident or non-resident)
- College of Naval Warfare
- Air War College (resident or non-resident)
- Marine Corps War College

## ***Section 6-1. NOMINATION PROCESS***

### **Process**

Annually, the DLAMP Office provides quotas to the Components for their PME nominations. Quotas are allocated among Components based on the number of participants requiring PME. Participants should identify on their IDP the desired PME program and year in which they plan to attend. This does not guarantee attendance. DLAMP Component representatives will advise participants of Component-specific requirements for PME application.

### **Guidelines**

1. Participant preferences and Component recommendations on PME placement will be considered; however, final placement is determined by the DLAMP Office in conjunction with the PME institutions. A participant who chooses not to accept a school placement offer may

reapply for PME the following year. The participant must attend the placement offered in the second year; failure to accept the seat may result in assignment to a non-resident program or release from DLAMP.

2. A participant who is selected for PME, but is unable to attend due to mission requirements or personal hardship, may request a deferment for one year. Deferment is subject to approval by the Deputy Director, Executive Development and the PME institution.

3. PME candidates will be selected one year in advance of the PME start date. Selection is subject to final acceptance of the student by the respective school and completion of all prerequisite SNSEE courses.

4. If there are insufficient nominations to fill all available seats, the DLAMP office will consider other participants (not attending graduate school) for PME placement.

### **Security Clearance**

Clearance requirements vary. At a minimum, all participants must have a Secret clearance to attend PME. A Top Secret clearance is required for some elective courses and school activities. You will be informed of the specific requirements upon selection for PME.

### **Fulfillment**

Participants who have completed a senior-level course of Professional Military Education must provide documentation of completion to the DLAMP office. Equivalent-level programs that fulfill the DLAMP PME requirement are identified in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01, Appendix B to Enclosure A ([www.dtic.mil/doctrine/jel/cjcsd/cjcsi/1800\\_01.pdf](http://www.dtic.mil/doctrine/jel/cjcsd/cjcsi/1800_01.pdf)).

### **Travel and TDY**

Information on temporary duty and travel while attending a PME course is found in Section 7 of this Handbook.

## ***Section 6-2. PME COURSE DESCRIPTIONS***

Descriptions of the various PME programs follow.



## **ARMY WAR COLLEGE RESIDENT PROGRAM**

<http://carlisle-www.army.mil>

**PROGRAM DATES:** July through June

**LOCATION:** Carlisle, Pennsylvania

**ELIGIBILITY:** DLAMP participants, grades GS 14-15; GS-13 by exception

**DEGREE GRANTED:** Master of Strategic Studies - currently in the accreditation process

**SECURITY CLEARANCE REQUIREMENTS:** Top Secret

Applicants must have or be able to obtain a Top Secret clearance with a special background investigation (SBI) that will not expire during the academic year.

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The Army War College prepares military, civilian, and international leaders to assume strategic responsibilities in military and national security organizations. Participants who attend the Army War College study the role of landpower, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts, systems, and the national security decision-making process. Participants learn these concepts through case studies, exercises, and war games.

The Army War College produces graduates who are able to perform in a strategic national security environment. The curriculum focuses more on process than on product. Teaching methods emphasize theory, concepts, systems, and the impact on the national security decision-making process. The teaching process brings the curriculum alive by blending vignettes and historical examples with current events to help participants understand the demands of leadership at the strategic level. Class activities emphasize U.S. national military strategy and its linkages with geopolitical factors of national security strategy.

Instruction is conducted at the graduate level using rigorous active and experimental learning techniques, wherein learning occurs by doing or participating rather than by just hearing or seeing. The faculty seeks to stimulate creative and critical thinking, thereby enhancing each participant's ability to think and communicate conceptually. Joint awareness and perspective underlie the Army War College philosophy, exemplified by the mix of participants in each seminar.

The academic year consists of approximately 200 academic days divided into three terms.

- Term I is comprised of three primary core courses -- Course 1, "Responsible Command"; Course 2, "War, National Policy, and Strategy"; and Course 3, "Implementing National Military Strategy." Term I ends in January after the winter recess.
- Term II consists of two advanced courses (electives), the Regional Strategic Appraisal, and the Strategic Crisis Exercise, which takes place during the final two weeks of the term. Term II ends in late March.
- Term III consists of four advanced courses followed by National Security Seminar Week and graduation.

## **ARMY WAR COLLEGE NON-RESIDENT PROGRAM**

<http://carlisle-www.army.mil>

**PROGRAM DATES:** July, Year 1 through July, Year 2

**LOCATION:** On-line, with resident segments in Carlisle, Pennsylvania

**ELIGIBILITY:** DLAMP participants, grades GS 14-15; GS-13 by exception

**DEGREE GRANTED:** Master of Strategic Studies - currently in the accreditation process

**SECURITY CLEARANCE REQUIREMENTS:** Top Secret

Applicants must have or be able to obtain a Top Secret clearance with a special background investigation (SBI) that will not expire during the academic year.

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The Army War College Non-Resident program prepares selected military and civilian leaders to assume strategic responsibilities in military and national security organizations. Its objectives are to educate students about the employment of land power as part of a unified, joint, or multinational force in support of the national military strategy pursuant to a Masters Degree in Strategic Studies; to research operational and strategic issues; and to conduct outreach programs that benefit the USAWC, the US Army, and the Nation. The two-year non-resident program consists of a series of ten courses conducted in a distance-learning format, and two resident courses completed at the end the first and second years in the program. Each student is assigned a faculty advisor who provides guidance and assistance throughout the academic process.

The curriculum centers on theory and application of strategy in the context of responsible command, national defense, and military art and science. The program of instruction is conducted at the graduate level and is rigorous. Each course is composed of several lessons; each consists of selected readings and other educational materials that support the course objectives. Course performance is evaluated through writing and exercise requirements. In the resident courses students synthesize individual solutions in seminar group sessions, attend lectures, and study classified materials relevant to course instruction.

The curriculum consists of the following sequential courses:

Year 1: The non-resident courses are Strategic Leader Education, The Nature and Theory of War, Strategy and the Use of Power, National Security Policy and Strategy and DoD-Organization, Planning and Strategy. The resident course is Strategic Leadership in a Global Environment.

Year 2: The non-resident courses are Regional Strategic Appraisals, Theater Strategy, Joint and Combined Theater Warfare, Military Operation Other than War and Conflict Termination, and Strategic Challenges for the 21<sup>st</sup> Century. The resident course is Leadership in Current and Future Warfare.

## COLLEGE OF NAVAL WARFARE

<http://www.nwc.navy.mil>

**PROGRAM DATES:** August through June;  
November through November (two month summer break); or  
March through March (two month summer break)

**LOCATION:** Newport, Rhode Island

**ELIGIBILITY:** DLAMP participants, grades GS 14-15; GS-13 by exception; Bachelor's degree

**DEGREE GRANTED:** Master of Arts degree in National Security and Strategic Studies

**SECURITY CLEARANCE REQUIREMENTS:** Secret

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The Naval War College academic year consists of three trimesters, each about three months in length. While the ten-month academic year traditionally opens with a formal convocation in August and concludes with a graduation ceremony in June, some participants begin their year of studies in March or November. The basic academic unit is the seminar, each consisting of 10 to 15 participants moderated by 1 or 2 professors. Seminar discussion classes are augmented by lectures and, where appropriate, war-gaming of dynamic case scenarios. Term papers, essays, and written examinations are integral to each course of study.

The curriculum is based upon: Strategy and Policy, National Security Decision Making, and Joint Military Operations, and a multi-disciplinary Electives Program. Courses in each of these four areas provide an in-depth perspective to the study of conflict, its causes, and resolutions.

The Strategy and Policy Department designed courses to teach strategic thinking. The theory and application of warfare, from the time of Athenian sea power through the present along with strategic themes, emphasize how a nation's policy and military are used to meet national goals.

National Security Decision Making courses are uniquely designed for the civilian and military executive. They encompass the economic, political, and military factors common to decision making in the national security arena. Case studies explore contemporary nuclear, conventional, and contingency force planning issues. Participants are challenged to develop solutions integrating the competing demands inherent in planning, selecting, and securing future military forces.

Courses offered by the Joint Military Operations Department focus on planning and conducting joint and combined military operations in support of national and alliance strategic goals. Emphasis is placed on the strategic and operational concepts used in the employment of military forces across the full spectrum of conflict. The operational level of war is examined through the use of real-world case studies and war gaming.

The Electives Program enriches the core curriculum. Electives provide participants with the opportunity to explore subjects not included in the core curriculum, or to further investigate elements of the curriculum. Elective subjects range from military theory to area studies, international relations to professional ethics, and international law to media relations.

**AIR WAR COLLEGE**  
<http://www.au.af.mil/au/awc>

**PROGRAM DATES:** August through June

**LOCATION:** Maxwell AFB, Montgomery, Alabama

**ELIGIBILITY:** DLAMP participants, grades GS 14-15, with a Bachelor's degree

**DEGREE GRANTED:** Masters of Strategic Studies - in the accreditation process

**SECURITY CLEARANCE REQUIREMENTS:** Top Secret

Applicants must have or be able to obtain a Top Secret clearance based on a current (within 5 years) Special Background Investigation (SBI) or a Single Scope Background Investigation (SSBI).

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The Air War College is the Air Force's senior professional military education school. It strives to educate senior officers (O-5s and O-6s) and US civilian equivalents, for responsibilities and roles at the strategic level in the employment of air and space forces, emphasizing joint operations.

The Core Curriculum Program is designed and taught by military and civilian faculty from five core departments: Future Conflict Studies, Strategy Doctrine and Air Power, International Security Studies, Joint Force Employment, and Leadership and Ethics. The Core Electives Program complements the core curriculum. Participants have the opportunity to study areas of personal and professional interest during the four academic terms. The Regional Studies Program complements the curriculum and includes academic and field study travel to a regional unified command responsible for implementing national military strategies.

The academic year begins in August with the Future Conflict Studies, which establishes the tone for the academic year by challenging participants to think critically and creatively in a fast-paced world experiencing exponential change. The Leadership and Ethics curriculum is taught throughout the academic year, reinforcing leadership principles. In mid-September, the curriculum transitions into Strategy Doctrine and Air Power, where air power is explored through historical lessons and current doctrines and strategies. At the end of November, the curriculum transitions into International Security Studies. For a full three months, participants gain an appreciation for how national security policy is developed and the impact of international political and economic environments. The Joint Force Employment curriculum is taught from January to June. This core provides the foundation for joint and combined operations. In February and March, participants travel for two weeks to their regional area of study. In May, participants experience a two-week war game "Tandem Challenge," a one-week National Security Forum, and a SECAF-sponsored event, featuring nationally recognized speakers and subject matter experts in national security issues from around the world.

## **MARINE CORPS WAR COLLEGE**

<http://www.mcu.usmc.mil/mcwar/default.cfm>

**PROGRAM DATES:** August through June

**LOCATION:** Marine Corps Base, Quantico, Virginia

**ELIGIBILITY:** DLAMP participants, grades GS 14-15, with a Bachelor's degree

**DEGREE GRANTED:** None

**SECURITY CLEARANCE REQUIREMENTS:** Top Secret (TS) – Special Compartmented Information (SCI).

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The Marine Corps War College (MCWC) believes that senior military and civilian leaders must balance military competence with an understanding of the political, economic, social, and informational environments which influence the formulation of national strategy.

The MCWC uses active teaching methods, where participants are accountable to both the faculty and their peers for their participation. MCWC's small participant body and low participant-to-faculty ratio enhance this active learning experience. The participant body generally consists of seven Marine officers; two officers each from the Navy, Air Force, and Army; one Coast Guard officer; a representative from the Department of State; and a Department of Defense civilian. All participants are O-5's, O-6's or civilian equivalent. Instructional methods and techniques include extensive reading, seminars, formal and informal presentations, tutorials, case studies, research, writing, war games, decision exercises, and examinations. Educational objectives are to:

- Provide an intellectual foundation using lessons and experience from the past to develop national military strategies.
- Analyze and evaluate national security issues by studying the relationships among policy, strategy, political, economic, and social forces; along with the application of joint military power.
- Develop sensitivity and skills in the employment of joint military forces to achieve national objectives.
- Provide a top-level education focusing on combining operational competence with sound military judgment and strategic thinking.

The Marine Corps War College's curriculum consists of: War, Policy, and Strategy; National Security and Joint Warfare; Regional Studies; General Studies; Independent Research Project; and Joint Professional Military Education. Participants travel both domestically and internationally to meet with senior government and civilian leaders responsible for formulating national policy and strategy. Such travel, integrated throughout the curriculum, complements the National Security and Joint Warfare Course and the Regional Studies Course.

**NATIONAL DEFENSE UNIVERSITY**  
**NATIONAL WAR COLLEGE**  
<http://www.ndu.edu>

**PROGRAM DATES:** August through June

**LOCATION:** Fort Lesley J. McNair, Washington, DC

**ELIGIBILITY:** DLAMP participants, grades GS 14-15, with at least a Bachelor's degree (Master's degree preferred). Must have a background related to the focus of the curriculum.

**DEGREE GRANTED:** Master's Degree in National Security Strategy

**SECURITY CLEARANCE REQUIREMENTS:** Top Secret with Special Background Investigation

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The National War College (NWC) conducts a senior-level course of study in national security policy and strategy to prepare future leaders of the Armed Forces and federal officials for high-level policy, command, and staff responsibilities. The NWC focuses on national security policy and strategy, and emphasizes the joint and interagency perspective. Reflecting this emphasis, 75 percent of the participant body is composed of equal representation from the land, sea (including Marine and Coast Guard), and air Services, with the remaining 25 percent drawn from the Department of State and other Federal departments and agencies. In addition, international fellows from a number of countries join the participant body.

The National War College curriculum is composed of a core program, and advanced and regional studies.

- A common core program is required of all participants. It provides grounding in national security strategy and policy, and military strategy and operations. The core curriculum focuses on the domestic and international contexts in which national security policy is developed, national security organizations and decision-making processes, and the formulation and implementation of military strategy.
- The advanced studies program complements the core curriculum. The college offers a wide range of courses which provide participants the opportunity to broaden and deepen their study.
- The college conducts a regional studies program throughout the year. The program begins soon after the start of the academic year when participants register preferences to study particular regions of the world. The program builds throughout the year and culminates in May with a two-week visit to the region, where participants will meet with key leaders, foreign affairs officials, and senior military commanders to study first-hand their security concerns, military capabilities, and perceptions of U.S. policy.

At the conclusion of the curriculum, participants will understand that national security strategy and policy are formulated and implemented within international and domestic political processes and environments that are dynamic, changing, and replete with competing interests.



**NATIONAL DEFENSE UNIVERSITY  
INDUSTRIAL COLLEGE OF THE ARMED FORCES**

<http://www.ndu.edu>

**PROGRAM DATES:** August through June

**LOCATION:** Fort Lesley J. McNair, Washington, DC

**ELIGIBILITY:** DLAMP participants, grades GS 14-15, with at least a Bachelor's degree (Master's degree preferred). Must have a background related to the focus of the curriculum.

**DEGREE GRANTED:** Master of Science degree in National Resource Strategy.

**SECURITY CLEARANCE REQUIREMENTS:** Top Secret with Special Background Investigation

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Industrial College of the Armed Forces (ICAF) is the nation's only educational institution that emphasizes the management of national resources to support national security strategy. The curriculum provides a broad education in national security strategy and national military strategy with the major emphasis on resources management. The academic program is specifically designed for a participant body already highly experienced and successful in military and civilian professions devoted to designing and resourcing the different facets of national security.

The College's approach to education focuses on broad-based national security decision making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training. ICAF focuses on enhancing the ability of its participants to have strategic vision, develop strategic plans, lead at strategic levels, take critical advantage of the information revolution, and create environments that put the highest value on consideration of others and ethical behavior. Intrinsic to this is the internalization of a joint, interagency perspective and a broad education that places national security decisions in the context of historical, political, social, economic, and military trends.

During the first half of their studies, participants study grand strategy and development of a national security strategy. The second half of the year's program builds upon this foundation by studying the resource component of national security strategy issues, players, policies, and processes in the public and private sectors and the linkages between the two. Underlying all of the core studies throughout the year are the themes of ethics, consideration of others, information dominance, and writing.

The curriculum consists of interrelated courses presented in a balanced mix of seminars, lectures, and field studies. Structured to emphasize active learning, the curriculum employs the case-study method, complemented by extensive participant reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program. An integral part of the learning process is assessment and feedback. During the course of the year, faculty advisors and instructors evaluate each participant and provide feedback on performance and potential across a full spectrum of academic activities. ICAF graduates are unique among senior officials in that they are knowledgeable in both strategic planning and resource management.

*Section 7*

**GENERAL POLICY AND PROCEDURES**

- 7-1 Good Standing
- 7-2 Standards of Conduct
- 7-3 Transfer and Loss Procedure
- 7-4 Program Completion
- 7-5 Travel and TDY Guidelines
- 7-6 Travel Process for SNSEE Courses
- 7-7 Travel Process for PME
- 7-8 Frequently Asked Travel Questions
- 7-9 Graduate Course Transcript Requests
- 7-10 Personal Information Change Sheet



## ***Section 7-1***

### **GOOD STANDING**

#### **Background**

The DLAMP policy and procedures on Good Standing ensure that all DLAMP participants are actively engaged in DLAMP activities, fully understand the annual requirements, and are given adequate time to comply with the policy.

#### **Policy**

A DLAMP participant is considered in good standing if he or she:

- Has successfully completed the activities identified in his or her Individual Development Plan for the year;
- Has no adverse suitability determinations (5CFR 731.202(b));
- Receives a minimum performance appraisal of “pass” or “fully successful,” or the equivalent, for the period covered by the most recent annual review; and
- Has completed the minimum annual level of activity during the year.

Generally, a DLAMP participant will spend no more than five years in the program. To meet this goal, each program element must be completed within the timeframes identified below. Some program elements may be accomplished concurrently.

<b>Program Element</b>	<b>Minimum Annual Activity</b>	<b>Maximum Time for Completion</b>
Graduate Education <ul style="list-style-type: none"><li>• Full-time degree (Cooke Fellowship)</li><li>• Part-time degree</li><li>• Graduate-level round-out courses</li></ul>	<ul style="list-style-type: none"><li>• Full-time load as defined by university</li><li>• Six courses per year</li><li>• Three courses per year</li></ul>	<ul style="list-style-type: none"><li>• 24-36 months</li><li>• 36-48 months</li><li>• 24 months</li></ul>
SNSEE	<ul style="list-style-type: none"><li>• Three courses per year</li></ul>	<ul style="list-style-type: none"><li>• 18 months</li></ul>
Professional Military Education <ul style="list-style-type: none"><li>• Resident program</li><li>• Non-Resident program</li></ul>		<ul style="list-style-type: none"><li>• 10 months</li><li>• 24 months</li></ul>

Sufficient progress must be made annually toward program completion. Progress will be evaluated at the end of each Fiscal Year. The Component or the DoD DLAMP office may remove a participant from the program for failure to meet program requirements. In addition, the Component may recommend to the DLAMP office that good standing requirements(s) be waived for a specific participant for a given year on a case-by-case basis. Consecutive waivers will be approved only in unusual circumstances.

## **Procedures**

1. **Individual Development Plans (IDPs).** Participants are required to submit their IDPs through their respective Component to the DLAMP Office within 60 days of Orientation. Each IDP must be updated and resubmitted at least annually.

### **2. Annual Review**

a. The annual period for review for Good Standing coincides with the Fiscal Year (October 1 through September 30 annually).

b. Each participant must have an approved IDP in order to be evaluated for Good Standing status.

c. Neither course exceptions nor fulfillment of DLAMP requirements outside the year in review will be counted toward completion of annual minimum activity requirements. For example, a participant with exceptions approved for two School for National Security Executive Education (SNSEE) courses may not count those two courses as DLAMP activity for the annual review.

d. The first Good Standing review cycle under the refocused DLAMP will be October 1, 2002 through September 30, 2003.

3. **Component Assessment and Reporting.** Component DLAMP representatives may use the attached Assessment of Good Standing to conduct their annual review. Component certifications and waiver recommendations, if any, are due to the DLAMP Office not later than November 15 each year.

**Defense Leadership and Management Program (DLAMP)**  
**Assessment of Good Standing**  
**October 1, \_\_\_\_ through September 30, \_\_\_\_**

Participant Name: \_\_\_\_\_ Component: \_\_\_\_\_

DLAMP Class Year: \_\_\_\_\_

**Participants are reminded that neither course exceptions nor fulfillment of DLAMP requirements outside the year under review will be counted toward completion of the annual minimum activity requirement.**

**Part I. Participant's Statement of Activity:** I certify that I have completed the following DLAMP activities during this annual review period (check all applicable):

\_\_\_\_a. Graduate courses (identify courses and dates):

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\_\_\_\_b. School for National Security Executive Education (SNSEE) courses (identify courses and dates):

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\_\_\_\_c. Professional Military Education (identify school and completion date):

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DLAMP Participant's Signature

Date

**Part II. Supervisor's Statement.**

\_\_\_\_ I certify that, as of this date, the above-named DLAMP participant has met the following program requirements (review all requirements and check those applicable; explain those not checked):

\_\_\_\_ Has successfully completed the activities identified in his or her Individual Development Plan for the year; and

\_\_\_\_ Has no adverse suitability determinations (Title 5, Code of Federal Regulations, Part 731, Section 731.202(b)); and

\_\_\_\_ Received a minimum performance appraisal rating of "pass" or "fully successful," or the equivalent, for the period covered by the most recent annual review; and

\_\_\_\_ Has completed at least the minimum level of required, annual activity, as noted in the Good Standing Policy of 2002.

\_\_\_\_ I certify that, as of this date, the above-named DLAMP participant has not met the necessary program requirements to remain active in this program.

Explanation (if necessary):

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Supervisor's Name (Print)

Supervisor's Signature

Date

**Part III. Component Certification.** Annual review by the \_\_\_\_\_  
Component DLAMP representative finds the above-named participant is (check one):

\_\_\_\_\_ In Good Standing.

\_\_\_\_\_ Recommended for a waiver of Good Standing (rationale):

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ No longer in Good Standing and will be removed from DLAMP.

\_\_\_\_\_  
Signature of Component Representative

\_\_\_\_\_  
Date

-----

**Part IV. DLAMP Review and Approval.**

\_\_\_\_\_ Concur with Component recommendation.

\_\_\_\_\_ Non-concur with Component recommendation. Rationale and action required:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature of Deputy Director, Executive Development

\_\_\_\_\_  
Date

## *Section 7-2*

### **GOOD CONDUCT**

#### **Background**

The Defense Leadership and Management Program (DLAMP) is designed to provide top-quality academic and developmental opportunities for its participants. These opportunities should be provided in an environment that is challenging, honorable, and free from disruption so that participants may gain the utmost benefit.

#### **Policy**

Participants are expected to maintain high standards of personal integrity while enrolled in any DLAMP developmental activity. Academic dishonesty in any form, such as plagiarism, cheating, fabrication, or facilitating academic dishonesty, will not be tolerated. In addition, students must comply with the policies and requirements of the educational institutions in which they are enrolled.

Faculty members, administrators, DLAMP staff, or other participants may report misconduct or disruptive behavior. The following actions will be taken promptly to address any unacceptable behavior:

- The reporting official(s) will notify the DoD DLAMP Office orally and in writing.
- The DLAMP Office will inform the respective Component of the violation.
- The Component Board will take appropriate action in accordance with Component guidelines. This could include removal from the program.
- The participant's record will be reviewed in total during the annual Good Standing assessment. The Component or the DLAMP Office may remove participants for failure to maintain Good Standing if it is determined that their conduct or behavior has had a negative impact on their progress in DLAMP.

## *Section 7-3*

# **TRANSFERS AND LOSSES**

### **Overview**

This document defines the process and establishes responsibilities for administrative actions to be taken when a DLAMP participant moves to a job in a different Component, leaves DLAMP, or is appointed to the Senior Executive Service. The guidelines apply to DLAMP participants from the time they are selected into the program by the DLAMP Council. All required notifications and actions will occur in a timely manner, i.e., within two weeks of the effective date of the action or decision.

### **Guidelines**

#### **1. Movement within DoD - General.**

a. A participant who changes jobs within DoD while enrolled in DLAMP is expected to be permitted by the gaining organization to continue in the program.

b. The following will occur when a participant transfers to a job in a different Component of DoD:

(1) **The participant** will: (a) discuss the requirements of DLAMP participation with the gaining supervisor; (b) notify both the losing and gaining Component representatives of the date of transfer, the new organization, and his or her intent to remain in the program; and (c) complete and forward the Personal Information Change Sheet to both the new Component representative and the DoD DLAMP office.

(2) **The losing Component representative** will provide a copy of the participant's DLAMP records to the gaining Component representative. Records may include the participant's Individual Development Plan (IDP), any waivers granted by the Component, and the latest good standing certification.

(3) **The gaining Component representative** will advise the participant of Component-unique DLAMP policies and procedures, and of any immediate requirements, such as a deadline for revising and submitting the new IDP.

**2. Selection for Senior Executive Service (or equivalent) Positions.** Participants who are selected for positions at the SES level (or equivalent) will notify the Component DLAMP representative of the selection and the effective date. The Component representative will

forward the notification to the DoD DLAMP office. The format at Attachment 1 may be used for this purpose.

a. Permanent Appointment. Such participants are deemed to have met the goals of DLAMP and are no longer eligible to attend DLAMP-sponsored education and development opportunities geared toward participants. A request for exception to attend a specific course will be considered on a case-by-case basis.

b. Term Appointment. In lieu of the guidance in paragraph 5a above, a participant who is selected for a term SES appointment may choose to defer participation in DLAMP for the term of the appointment. In such cases, conversion back to active DLAMP status would be automatic if the individual returns to a General Schedule (or equivalent) position. Notification to the Component will include the length of the SES term and, if applicable, the participant's request for deferment. A request for exception to attend a specific course will be considered on a case-by-case basis.

### 3. Change to lower grade.

a. Voluntary. A participant who chooses to accept a position at a grade level lower than the current DLAMP eligibility (e.g., lower than GS-13 or equivalent) will notify their Component DLAMP office. If the participant wishes to remain in DLAMP, he or she must submit a request through the Component to the DLAMP office. The request must include the reasons for requesting the lower graded position, the recommendation of the new supervisor, and the endorsement of the Component DLAMP representative. The Deputy Director, Executive Development will consider such requests on a case-by-case basis.

#### b. Involuntary change to lower grade.

(1) A participant who is changed to a lower grade involuntarily and is subject to grade retention continues in DLAMP unaffected.

(2) A participant who is changed to a lower grade for cause (i.e., conduct or performance) will be reviewed by the Component DLAMP Board for removal from DLAMP under the Good Standing Policy.

(3) Under other circumstances, if the participant wishes to remain in DLAMP, he or she must submit a request through the Component to the DLAMP office. The request must include the circumstances surrounding the change to lower grade, the recommendation of the new supervisor, and the endorsement of the Component DLAMP representative. The Deputy Director, Executive Development will consider such requests on a case-by-case basis.



#### 4. Losses.

a. Voluntary withdrawal from DLAMP. Participants who choose to withdraw from the program will notify their Component DLAMP office. Components may establish their own procedures outlining the notification process. It is recommended that notification be made through the chain of command to ensure that all involved are informed and have the opportunity to consult with the participant regarding the decision. The Component representative will notify the DoD DLAMP office in writing of the date and reason for the withdrawal. An optional format for this notification is attached.

b. Removal from DLAMP. Removals may be effected by the Component or the DoD DLAMP office in accordance with approved policy. Component representatives will advise the DoD DLAMP office in writing of the date and reasons for any removals directed by the Component Board.

5. Termination of DoD employment. An individual who leaves DoD permanently is no longer eligible to participate in DLAMP. The participant will notify the Component DLAMP representative of the date and nature of the termination of employment, e.g., resignation, transfer to another agency, retirement. The Component representative will forward the information to the DoD DLAMP office. The format at Attachment 1 may also be used for this purpose.

6. Readmission. A former participant who wishes to be readmitted to DLAMP must apply to the respective Component Board for admission during an open announcement period. If nominated by the Component Board for a Component quota and approved by the DLAMP Council, the individual will be readmitted as a member of the new class. Prior experience, education, and training will be credited based on DLAMP policies in place at the time the new class is admitted.

## **DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM (DLAMP) NOTIFICATION OF INTENT TO TERMINATE PARTICIPATION**

This format may be used by a participant to notify key personnel of his or her decision to leave DLAMP. It should be completed and forwarded, subject to Component procedures, through the Component DLAMP representative to the DoD DLAMP office.

### **Section 1: Personal Information**

Name: \_\_\_\_\_  
DLAMP Class Year \_\_\_\_\_ Current Component: \_\_\_\_\_  
Work Phone Number: \_\_\_\_\_ Work E-mail: \_\_\_\_\_

### **Section 2: Reason for Leaving DLAMP (check the appropriate response)**

\_\_\_\_\_ I have been selected for a position in the Senior Executive Service (or equivalent), effective (date): \_\_\_\_\_

\_\_\_\_\_ I am withdrawing from DLAMP voluntarily for the following reason(s):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ I am transferring to a position outside the Department of Defense.  
New agency: \_\_\_\_\_ Date of transfer: \_\_\_\_\_  
Is this a promotion? (Yes/No): \_\_\_\_\_

\_\_\_\_\_ I am retiring, effective (date): \_\_\_\_\_

\_\_\_\_\_ I am resigning from Federal service, effective (date): \_\_\_\_\_

\_\_\_\_\_ Other (please elaborate): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **Section 3: Signatures (subject to Component procedures)**

**DLAMP Participant** \_\_\_\_\_ **Date** \_\_\_\_\_

**Supervisor** \_\_\_\_\_ **Date** \_\_\_\_\_

**Component Representative** \_\_\_\_\_ **Date** \_\_\_\_\_

## *Section 7-4*

### **PROGRAM COMPLETION**

#### **Background**

Participants who have successfully fulfilled all of the required DLAMP elements may apply for and receive recognition by receipt of a certificate of completion.

#### **Certifying Completion of DLAMP**

1. A participant may initiate certification of completion at any time after successfully completing all required elements of the program. Certification will be made in writing through channels, using the attached form.
2. As of January 2002, participants desiring to apply for a certificate of completion must:
  - a. Have earned an advanced degree through an accredited Professional Military Education institution, college, or university; and
  - b. Have completed graduate courses in business management and public policy areas, as determined by the participant and supervisor; and
  - c. Have completed senior-level Professional Military Education, including required prerequisite courses at School for National Security Executive Education.
3. The participant will complete Part I of the Certification, confirming that all requirements have been successfully completed. The participant will then obtain the supervisor's signature in Part II and forward the form to the Component DLAMP office. The supervisor's signature attests to the completion of any graduate courses in business management and public policy areas needed to round-out the participant's academic portfolio. The Component endorses the application to the DLAMP office.
4. The DLAMP office will certify that the participant has completed all required elements of the program. The Deputy Director, Executive Development will approve and sign the application.

#### **Recognition**

1. Upon approval by the Deputy Director, Executive Development, the DLAMP office will prepare a letter congratulating the participant on having met all program

requirements. The letter will include an invitation to the next scheduled ceremony. A copy of the letter will be furnished to the Component DLAMP representative.

2. A ceremony will be held at least once each year to honor participants who have completed the program requirements. All participants who have met the program requirements since the previous ceremony will be invited to attend.

3. Each participant fulfilling all the requirements above will receive a DLAMP certificate of completion. Certificates will be mailed to participants who are unable to attend the ceremony.

4. Each participant fulfilling all the requirements will be asked to complete a DLAMP evaluation questionnaire. Evaluative data will also be requested from the participant's supervisor.



## DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM

### Certification of Program Completion

#### Part I. Participant Statement.

Participant Name \_\_\_\_\_ DLAMP Class \_\_\_\_\_

Component \_\_\_\_\_ Office Phone Number \_\_\_\_\_

Name, as it should appear on certificate (print): \_\_\_\_\_

I certify that I have fulfilled all DLAMP requirements in a successful manner:

- Advanced degree from an accredited PME institution, college, or university (attach a copy of your official transcript),
- Graduate courses in business management and public policy areas, as determined in conjunction with my supervisor, and
- Senior-level Professional Military Education.

\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Date

#### Part II. Supervisor Certification.

The participant has fulfilled all DLAMP requirements listed above.

\_\_\_\_\_  
Signature of Participant's Supervisor

\_\_\_\_\_  
Date

**Part III. Component Endorsement.**

This application is recommended for approval.

\_\_\_\_\_  
Signature of Component Representative

\_\_\_\_\_  
Date

**Part IV. DLAMP Office Certification.**

a. The participant has fulfilled all DLAMP requirements for graduate education.

\_\_\_\_\_  
Signature of DLAMP Education Team

\_\_\_\_\_  
Date

b. The participant has fulfilled the requirement for senior-level Professional Military Education.

\_\_\_\_\_  
Signature of DLAMP PME Team

\_\_\_\_\_  
Date

**Part V. Approval.**

\_\_\_\_\_ This certification of program completion is approved.

\_\_\_\_\_ Other (state):

\_\_\_\_\_  
Signature of Deputy Director, Executive Development

\_\_\_\_\_  
Date

## *Section 7-5*

# **TRAVEL AND RESOURCE MANAGEMENT GUIDELINES**

## **Overview**

DLAMP participants remain officially assigned to their home organization, activity, or command while in the program. Their home organization remains responsible for providing civilian personnel management services to include salary and benefits.

DLAMP will fund travel for participant attendance at approved activities, when required, from the central DLAMP account managed by the Civilian Personnel Management Service (CPMS). CPMS will issue travel orders in order to ensure consistent interpretation of the Joint Travel Regulations (JTR) regarding TDY status and reimbursement of expenses. Entitlements and funding amounts will be determined by CPMS based on these guidelines and the JTR.

DLAMP will provide funds to the Components for use in temporarily backfilling selected participants' positions during their absence on long-term DLAMP activities. This applies only to participants who are attending full-time graduate school on a DLAMP Fellowship, or a resident Professional Military Education program and are not performing their normally assigned duties. Reimbursement for each backfill will be based on the actual cost to the activity of filling behind the DLAMP participant. Only reasonable costs of salary and benefits will be considered. Specific instructions will be provided by your Component upon selection for long-term training.

## **PROFESSIONAL MILITARY EDUCATION**

Professional Military Education (PME) courses are longer than 30 calendar days, and therefore, meet the definition for long-term training as described by Paragraph C4561 of the JTR. Accordingly, travel and transportation entitlements for long-term training apply. Participants attending PME in a TDY status should contact the DLAMP office for travel orders.

DLAMP will provide funding for:

- Per Diem – Fifty-five percent of the applicable maximum amount prescribed by the JTR for the training location over the entire training period. If Government quarters and/or mess are available, per diem will be reduced in accordance with the JTR. However, Government quarters are generally not expected to be available for DLAMP long-term training activities.

- Travel Days - Per diem for the day of arrival at and the day of departure from the training location will be determined via the lodging plus system (per diem allowance for each travel day is established on the basis of the actual amount the traveler pays for lodgings plus an allowance for meals and incidental expenses). The total is not to exceed the applicable maximum per diem rate for the location. Paragraph C4553 of the JTR fully explains the lodgings plus system.
- Transportation - Transportation from the duty station to and from the TDY/Training site is authorized. Conveyance by privately owned vehicles (POV) may be authorized if desired by the participant and advantageous to the Government. Reimbursement for POV use is limited to the constructed cost of air travel.
- Lodging - Retained lodging is authorized during attendance at PME, and will be annotated on the TDY orders.
- Unaccompanied Baggage – Participants are authorized to ship up to 350 pounds of unaccompanied baggage. Excess baggage will not be authorized. Participants are encouraged to contact their local transportation office for referral to contracted shipping carriers.

DLAMP will not provide funding for:

- Rental car or POV mileage expenses for in-and-around transportation during the course of instruction.
- Preliminary house-hunting trips.
- Additional meals and lodging costs. Meals and lodging costs are accommodated within the 55% per diem figure.
- Travel to the participant's home or to the home organization during the period of long-term training.
- Travel for dependents to accompany the participant while attending PME.

## **SHORT-TERM TRAINING**

DLAMP short-term training activities include the two-week SNSEE courses, the DLAMP orientation seminars, and other official activities scheduled by the DLAMP office.

DLAMP will provide travel orders (DD1610) to the participant to cover associated travel. The provisions of the JTR will apply.



DLAMP will provide funding for:

- Per Diem - One hundred percent of the applicable maximum amount prescribed by the JTR for the training location for the entire training period. Government quarters are generally not expected to be available for DLAMP short-term training events.
- Travel Days - Per diem for the day of arrival at and the day of departure from the training location will be determined via the lodgings plus system (per diem allowance for each travel day is established on the basis of the actual amount the traveler pays for lodgings plus an allowance for meals and incidental expenses). The total may not exceed the applicable maximum per diem rate for the location. Paragraph C4553 of the JTR fully explains the lodgings plus system.
- Transportation - Transportation from the duty station to and from the TDY/Training site is authorized. Conveyance by POV may be authorized if desired by the participant and advantageous to the Government. Reimbursement is limited to the constructed cost of air travel.

DLAMP will not provide funding for:

- Rental car or POV mileage expenses for in-and-around transportation during the course of instruction.
- Supplemental equipment, supplies and materials.

## **REIMBURSEMENT**

During long-term TDY, participants should file travel claims every 30 days. For short-term travel, claims should be filed within 5 days of completion of travel. Travelers should fax or mail travel claims to the DLAMP office. DLAMP will review, approve, and forward claims to DFAS, Columbus within 48 hours of receipt.

DLAMP office fax number: 703-696-9525 (DSN 426)

DLAMP office mailing address:

Civilian Personnel Management Service

ATTN: DLAMP

1400 Key Boulevard, Suite B200

Arlington, VA 22209-5144

You may call DFAS, Columbus to check on the status of your travel claim. The customer service number is (800) 756-4571.

## **OTHER GUIDELINES**

**Time and Leave During the Training Period.** The supervisor of record and home organization continue to be responsible for the participant's time card and leave record, and for approving annual and sick leave during the training period. Granting administrative leave prior to and following a long-term TDY assignment is subject to Component policy and procedures. While it is expected that participants will not normally take leave during the training period, in the event of emergency or other circumstance, the following will apply:

- Per diem daily rates may be adjusted to accommodate the absence in accordance with paragraph C4561 of the JTR.
- The total amount allowed for lodging costs in the adjusted per diem will not exceed the total amount of per diem that would have been received if the employee had not taken leave.

**Recess Periods During Senior Service School.** Participants have a responsibility to make their supervisors fully aware of recess periods at the Senior Service Schools. During these recess periods, CPMS will provide reduced per diem sufficient to cover those allowable items that are normally available only when an individual signs a long-term written lease or contract (e.g., retained lodging). Participants should be prepared to provide pertinent documentation.

During extended school recess periods, participants may be returned to a duty status at the expense of the home organization. If the participant does not return to a duty status during any recess period, absences should be charged to annual leave, unless the supervisor of record approves the use of such time for training related study or research projects. If the participant's organization and the cognizant DLAMP Senior Service School faculty sponsor approve the study or research project, you may request DLAMP provide per diem funds for the time period while this independent study is being conducted. Your request should be submitted using the Request to Conduct Research format at the end of this section.

## **TAX STATUS**

DLAMP participants and home organizations are reminded that per diem payments for TDY extending over one year are taxable as ordinary income. Participants and travel-approving officials should be careful in constructing the TDY orders to ensure that the assignment does not extend beyond one year (365 calendar days), thus creating a tax liability. (NOTE: SOME STATES MAY SET THE STATE TAX LIABILITY AT LESS THAN 365 DAYS.)

### **Pertinent JTR References**

Per Diem for Courses of Instruction (C4561)

Mileage Allowances (C4651)

Responsibility for Official Travel (C3001)

JTR, volume 2 may be accessed at: [www.perdiem.osd.mil/](http://www.perdiem.osd.mil/)

**DLAMP Participant Request to Conduct Research  
During PME Recess Period**

<b>Participant Name:</b>											
<b>PME:</b> <b>Class Dates:</b> <b>Position Title:</b> <b>Organization:</b> <b>Complete Mailing Address:</b> <b>E-mail Address:</b>											
<b>Proposed Research Study or Project :</b>											
<b>From (date)</b> _____ <b>To (date)</b> _____											
<b>Signatures (include the following signature blocks on your approval form)</b>											
<p>The proposed Research Study or Project is approved for the period _____.</p> <table style="width: 100%;"><tr><td style="width: 50%; text-align: center;">_____ <b>Supervisor Signature</b></td><td style="width: 50%; text-align: center;">_____ <b>Participant Signature</b></td></tr><tr><td style="width: 50%; text-align: center;">_____ <b>Date</b></td><td style="width: 50%; text-align: center;">_____ <b>Date</b></td></tr></table> <table style="width: 100%;"><tr><td style="width: 80%; text-align: center;">_____ <b>DLAMP Senior Service School Faculty Sponsor</b></td><td style="width: 20%; text-align: center;">_____ <b>Date</b></td></tr></table> <table style="width: 100%;"><tr><td style="width: 80%; text-align: center;">_____ <b>DLAMP Office Approval</b></td><td style="width: 20%; text-align: center;">_____ <b>Date</b></td></tr></table>				_____ <b>Supervisor Signature</b>	_____ <b>Participant Signature</b>	_____ <b>Date</b>	_____ <b>Date</b>	_____ <b>DLAMP Senior Service School Faculty Sponsor</b>	_____ <b>Date</b>	_____ <b>DLAMP Office Approval</b>	_____ <b>Date</b>
_____ <b>Supervisor Signature</b>	_____ <b>Participant Signature</b>										
_____ <b>Date</b>	_____ <b>Date</b>										
_____ <b>DLAMP Senior Service School Faculty Sponsor</b>	_____ <b>Date</b>										
_____ <b>DLAMP Office Approval</b>	_____ <b>Date</b>										

## *Section 7-6*

### **DLAMP TRAVEL PROCESS FOR SNSEE COURSES**

#### **Background**

The following information is provided to assist you in completing the documents associated with travel to and from SNSEE courses. Also refer to the complete DLAMP travel guidelines in this Handbook and on the DLAMP website at [www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp).

If you live outside the Washington, DC commuting area, the DLAMP office will issue travel orders (follow the Temporary Duty process below). If you live within the DC commuting area, you may be entitled to reimbursement for local travel expenses (follow the Local Travel process below).

#### **TEMPORARY DUTY.**

1. Once you have received a SNSEE course selection letter from the DLAMP office, you should:

a. Make travel arrangements. If you plan to travel by air, you can use the services of either your installation travel office or Carlson Wagonlit to make your airline reservations. The Carlson Wagonlit office located in the Pentagon can be reached at (703) 212-0990. That office will provide service for any DoD traveler, regardless of duty station.

b. Make lodging reservations. While attending a SNSEE course, you will make your own hotel reservations. A list of hotels in the area will be provided upon selection.

2. Complete the TDY Worksheet (received either by mail or e-mail). This worksheet contains information necessary for DLAMP to issue your travel orders. Upon receipt of the worksheet, verify the pre-printed information and complete any missing data. **You must complete a new TDY Worksheet for each class.**

a. If you received the TDY Worksheet by e-mail, return the completed worksheet by e-mail to [dlamp@cpms.osd.mil](mailto:dlamp@cpms.osd.mil).

b. If you received the TDY Worksheet by mail, fax the completed worksheet to DLAMP at (703) 696-9525.

3. Orders will be faxed to you approximately 10 – 15 days before the start of class. Once you receive your orders, you should provide a copy to your travel office or to Carlson Wagonlit, as appropriate, so that tickets can be issued.

4. To file your travel claim:

a. Within five days after completion of travel, complete a DD Form 1351-2, Travel Voucher.

b. If you have never processed a travel voucher through DFAS Columbus, also complete DFAS-CO Form 136 for Electronic Funds Transfer.

c. Fax the completed forms to DLAMP for approval of the travel claim. The fax number is 703-696-9525 (DSN 426).

5. DLAMP will forward approved travel claims to DFAS, Columbus within 48 hours of receipt. You may check the status of your claim by calling the DFAS customer service number, 800-756-4571.

#### LOCAL TRAVEL.

1. If you live within the DC commuting area, SNSEE is considered your alternate work site. In accordance with the Joint Travel Regulations, you can be reimbursed for mileage that exceeds your normal commuting distance and for any associated parking fees.

2. You should file your local travel claim using Standard Form 1164. Under mileage, you may claim only the number of miles in excess of your normal commute; annotate the form accordingly.

3. You may submit your claims to the DLAMP office by fax at (703) 696-9525.

## *Section 7-7*

### **DLAMP TRAVEL PROCESS FOR PROFESSIONAL MILITARY EDUCATION (PME)**

#### **Background**

The following information is provided to assist you in completing the travel documents associated with DLAMP-sponsored PME. You should also refer to the complete DLAMP travel guidelines in this Handbook and on the DLAMP website at [www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp).

GENERAL INFORMATION. Once selected for PME, you will receive a selection letter from the DLAMP office and a welcome packet directly from the school you will attend. If you live outside the commuting area of the school, the DLAMP office will issue travel orders (follow the Temporary Duty process below). If you live within the commuting area of the school, you may be entitled to reimbursement for local travel expenses (follow the Local Travel process below).

#### **TEMPORARY DUTY.**

1. Upon receipt of the selection letter from the DLAMP office, you should:

a. Make travel arrangements. If you plan to travel by air, you can use the services of either your installation travel office or Carlson Wagonlit to make your airline reservations. The Carlson Wagonlit office located in the Pentagon can be reached at (703) 212-0990. That office will provide service for any DoD traveler, regardless of duty station.

b. Make lodging reservations. While attending PME, you are responsible for your housing arrangements. You will receive local housing information from the school as part of your welcome packet. As you review your housing options, you should keep in mind that per diem for long-term training is limited to 55 percent of the applicable amount prescribed for the TDY location.

c. Review the DLAMP TDY Worksheet (included with selection letter). This worksheet contains information necessary for the DLAMP office to issue your travel orders. You should verify the pre-printed information, complete any missing data, and fax the completed worksheet to DLAMP at (703) 696-9525.

2. You will receive your travel orders by fax approximately 30 days before the start of school. Once you receive your orders, you should provide a copy to your travel office or to Carlson Wagonlit, as appropriate, so that your airline tickets can be issued.

3. While on long-term TDY, you can submit your initial travel claim after the first 15 days of TDY and then every 30 days in subsequent months. To file your travel claim:

a. Complete the travel voucher, DD Form 1351-2.

b. If you have never processed a travel voucher through DFAS Columbus, also complete DFAS-CO Form 136 for Electronic Funds Transfer.

c. Fax the completed forms to DLAMP for approval of the travel claim. The fax number is 703-696-9525 (DSN 426).

4. DLAMP will forward approved travel claims to DFAS, Columbus within 48 hours of receipt. You may check the status of your claim by calling the DFAS customer service number, 800-756-4571.

#### LOCAL TRAVEL.

1. If you live within the commuting area of the school, the school location is considered your alternate work site. In accordance with the Joint Travel Regulations, you can be reimbursed for mileage that exceeds your normal commuting distance and for any associated parking fees.

2. You should file your local travel claim monthly using Standard Form 1164. Under mileage, you may claim only the number of miles in excess of your normal commute; annotate the form accordingly.

3. You may submit your claims to the DLAMP office by fax at (703) 696-9525.



## *Section 7-8*

### **FREQUENTLY ASKED DLAMP TRAVEL QUESTIONS**

Q: Who is responsible for making flight and hotel reservations?

A: You are responsible for securing your own flight and hotel reservations.

Q: Do I have to stay at a designated hotel while attending SNSEE courses?

A: No, there is no designated hotel. A list of local hotels will be provided for your consideration.

Q: Can I get a rental car?

A: It is DLAMP policy that rental cars will not be obtained with DLAMP funds. Exceptions are made only for those participants who are in remote areas and need a rental car to get back and forth to the airport. This does not preclude your agency from funding a rental car for you. If your agency pays for a rental car, you should provide the fund citation for the rental car when you submit your TDY Worksheet.

Q: Are telephone calls authorized?

A: One "safe call" home is authorized to confirm your arrival at the TDY site. If you need to make business calls while on TDY, you should provide your activity fund citation to be specified on your orders for those calls.

Q: When will I receive my travel orders?

A: Travel orders for SNSEE courses will be sent at least 10 days prior to the date of the class. For PME, they will be sent approximately 30 days prior to the start of class. If you have not received your orders by that date and you have submitted a completed TDY Worksheet, you should contact the DLAMP office at (703) 696-9623 (DSN 426).

Q: What is the per diem rate?

A: Per diem rates are subject to change. The rate in effect for the class you will attend will be annotated on the TDY Worksheet you receive from the DLAMP office. You can verify the per diem rate at <http://www.dtic.mil/perdiem/pdrform.html>. Remember, per diem for long-term training (e.g., Professional Military Education) is limited to 55 percent of the applicable amount prescribed for the TDY location.

Q: If I live in the vicinity of my PME class, may I claim my daily travel expenses?

A: Yes, you may be authorized parking fees and mileage in excess of your normal daily travel between your residence and duty station.

Q: Can I drive to SNSEE in lieu of flying?

A: You may drive your privately-owned vehicle, but reimbursement will be based on reconstructed airfare (limited to the cost the government would have incurred had you taken a contract carrier flight).

Q: How do I get a travel advance?

A: You may use your government charge card to obtain a cash advance. We recommend that you keep your receipts for any ATM transactions, as ATM fees are reimbursable.

Q: Where do I send my travel claim?

A: You should submit your DD Form 1351-2 and receipts directly to DLAMP by fax to 703-696-9525. DLAMP will forward approved claims to DFAS - Columbus for payment.

Q: What is the telephone number for DFAS - Columbus?

A: The toll free customer service number is 800-756-4571.

Q: Can I extend my TDY to conduct job-related business or other DLAMP-related activities before or after the course?

A: No. Travel orders are issued solely for the purpose of attending the PME or SNSEE course. If you extend your TDY, the extra time must be authorized and funded by your employing organization.

Q: My travel office will not accept travel orders issued by DLAMP. What should I do?

A: All DLAMP travel is centrally funded, which gives the DLAMP office the authority to issue travel orders directly to participants. This authority releases local activities from their responsibility to prepare and authorize the orders. Travel orders prepared by DLAMP are complete with all necessary signatures and may not be altered in any way. If your travel office will not accept your orders, notify your Component DLAMP representative.

## ***Section 7-9***

### **GRADUATE COURSE TRANSCRIPT REQUESTS**

These procedures are for use by DLAMP participants who have successfully completed graduate courses through the original DLAMP consortium universities.

#### **George Mason University (GMU)**

Requests for copies of official transcripts can be made in person, or by mailing or faxing an official request. Requests by phone will not be accepted. Requests must contain the following information: name, social security or student ID number, current address and phone number, last date attended, number of copies requested, and the address to which you wish to have them sent. All requests **MUST** carry the signature of the student. Transcripts are free of charge but quantities per request should be limited to twenty.

Transcript requests may be faxed to the Registrar's Office at (703) 993-2465 or mailed to the following address:

George Mason University Registrar's Office

Attn: Transcripts

MS: 3D1

4400 University Drive

Fairfax, VA 22030-4444

Personal copies of official or unofficial GMU transcripts are usually available for same-day service (limit two per visit) by showing a photo ID in the Registrar's Office during business hours. Requests for transcripts going to third parties may be submitted in person but are processed as incoming mail according to the date submitted.

Usually, requests will be honored within two to five working days from receipt, but delays may be experienced at the end of each semester due to high demand. In emergencies, expedited mailing to third parties is available for a substantial shipping fee payable only by credit card. For more information about this service, call the GMU Transcript Division at (703) 993-2429.

#### **Georgetown University**

Requests for copies of official transcripts (with Georgetown seal and Registrar's signature) can be made in person, or by mailing or faxing an official request. Requests by phone will not be accepted. Requests must contain the following information: name, birth date, social security or student ID number, current address and phone number, dates

of attendance, number of copies requested, and the address to which the transcript is to be mailed. All requests MUST carry the signature of the student. You should allow two business days for processing by the Registrar's office. Official transcripts will be issued free of charge to all former and current Georgetown students.

You may fax your request to the Registrar at (202) 687-3608, or mail your request to:  
University Registrar  
Georgetown University  
37<sup>th</sup> and O Streets, NW  
Washington, DC 20057-1000

Unofficial transcripts (not officially validated by Registrar's signature or Georgetown seal) are available for student reference. You may request an unofficial transcript in person, with presentation of a picture ID.

### **George Washington University (GWU)**

Requests for copies of official transcripts can be made in person, or by mailing an official request. Requests must contain the following information: name, social security or student ID number, current address and phone number, last date attended, number of copies requested, appropriate payment, and the address to which you wish to have a transcript sent. All requests MUST carry the signature of the student.

You may mail your request to the following address:  
The Office of the Registrar  
The George Washington University  
2121 I Street, N.W., Suite 101  
Washington, DC 20052

GWU provides services and charges fees, as follows:

Regular Service (3-5 working days).....	\$5.00
Next Day Service .....	\$7.50
Same Day Service .....	\$10.00
Expedited Delivery Fees	
• UPS Next Day (Anywhere in the Continental U.S.).....	\$10.00
• UPS International, U.S. Territories, Hawaii and Alaska	
Call (202) 994-4921 for appropriate fee	

Checks or money orders must be made payable to The George Washington University.

Unofficial transcripts may be requested in person at the Registrar's Office by presenting a valid student identification card or via a written, signed request. There is no charge for a single unofficial transcript obtained in person; additional copies are available for \$1.00 each. Unofficial transcripts sent by mail are subject to the same fees as official transcripts.

You may review your unofficial transcript on-line via GWeb. If you are not a current student and need assistance with the login procedure, you should call (202) 994-4905.

### **University Of Connecticut (UCONN)**

Requests for copies of official transcripts can be made in person, or by mailing or faxing an official request. Requests must contain the following information: name, social security or student ID number, current address, daytime phone number, last date attended, number of copies requested, and the address to which you wish to have the transcript sent. All requests MUST carry the signature of the student.

Your request may be faxed to (860) 486-4199, or mailed to the following address:

University of Connecticut  
Office of the Registrar  
Wilbur Cross Building  
U-4077T  
Storrs, CT 06269-4077

Unofficial transcripts may be requested from the Registrar's Office via fax at (860) 486-4199 and must contain the information listed above for official transcripts. You may also request an unofficial transcript in person, by presenting a valid photo ID card.

Transcripts are issued free of charge. Requests are processed in the order in which they are received in one to five business days. Transcripts are mailed ONLY by U.S. Postal Service first class mail or Express Mail/Priority Mail. Students needing expedited service should include a pre-paid and pre-addressed Express Mail/Priority Mail envelope with their request.

### **University Of Massachusetts (UMASS)**

Requests for copies of official transcripts can be made in person, or by mailing an official request. Requests must contain the following information: name, social security or student ID number, current address, daytime phone number, last date attended, number of copies requested, appropriate payment, and the address to which you wish to have the

transcript sent. The student should indicate whether the transcript must be enclosed in a signed and sealed envelope. All requests **MUST** carry the signature of the student and be mailed to the following address:

Graduate Records Office  
534 Goodell Building  
Box 33292  
University of Massachusetts  
Amherst, MA 01003-3292

The first transcript provided by the Graduate School is issued free of charge. Subsequent transcripts require a fee of \$4.00 in the form of a check or money order made payable to the University of Massachusetts.

Transcripts are sent via first class mail approximately 2 to 3 working days after receipt of a written request. Transcripts may be sent the following day via Express Mail for an additional charge (if request and payment are received before 3:00 p.m.). Requests may also be faxed to the Graduate School.

Unofficial transcripts may be requested from the Registrar's Office; the request must contain identical information to that required for official transcripts.

**Section 7-10**

**DLAMP Personal Information Change Sheet**

Please use this information sheet to provide DLAMP with any changes or corrections in your information as they occur. Give us your full name and fill out ***only areas that need to be changed.***

**Name:** First \_\_\_\_\_ Middle/Initial \_\_\_\_\_ Last \_\_\_\_\_ Suffix \_\_\_\_\_

**Phone Numbers**

**Fax Numbers**

Home: ( ) \_\_\_\_\_ Fax (Office): ( ) \_\_\_\_\_

Home (OCONUS): \_\_\_\_\_

Office: ( ) \_\_\_\_\_ Fax (DSN): ( ) \_\_\_\_\_

Office (DSN): ( ) \_\_\_\_\_

Office (OCONUS): \_\_\_\_\_ Fax (OCONUS): \_\_\_\_\_

**E-Mail Addresses**

E-Mail Office: \_\_\_\_\_ E-Mail Home: \_\_\_\_\_

**Current Occupational Status**

Position Title: \_\_\_\_\_ Date of Last Promotion: \_\_\_\_\_

Pay Plan: \_\_\_\_\_ Occupational Series: \_\_\_\_\_ Grade: \_\_\_\_\_

**Home Mailing Address**

Street: \_\_\_\_\_ Unit: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Is this address temporary? Yes No

**Current Component:** \_\_\_\_\_

**Organization Mailing Address**

Street: \_\_\_\_\_ Suite/Unit: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

**Security Clearance**

Type: \_\_\_\_\_ Date of last Clearance Update: \_\_\_\_\_

Please forward your information by mail or fax to your Component DLAMP representative and to:

**Department of Defense**

**Phone:** (703) 696-9621

**CPMS/DLAMP**

DSN 426-9621

**1400 Key Boulevard, Suite B-200**

**Commercial Fax:** (703) 696-9525/9581

**Arlington, VA 22209-5144**

**DSN Fax** 426-9525/9581

## Section 8

# INFORMATION RESOURCES

Your Component DLAMP Representative is your primary point of contact for program information.

### Component DLAMP Representatives

Component	Telephone		Website
<u>Army</u>	(703) 325-7261 DSN: 221-7261		<a href="http://www.cpol.army.mil/permis/70B.html">www.cpol.army.mil/permis/70B.html</a>
<u>Navy</u>	(202) 764-0631		<a href="http://www.donhr.navy.mil">www.donhr.navy.mil</a>
<u>Air Force</u>	(210) 565-2524 DSN: 665-2524		<a href="http://www.afpc.randolph.af.mil/cp/dlamp">www.afpc.randolph.af.mil/cp/dlamp</a>
<u>NIMA</u>	(314) 263-4177		None
<u>DIA</u>	(202) 231-3952		None
<u>NSA</u>	(410) 854-6656		None
<u>Fourth Estate</u>	(303) 676-5993 DSN: 926-5993		None

### Defense Leadership and Management Program Office

#### Website

[www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp)

#### Mailing Address

Civilian Personnel Management Service  
Defense Leadership And Management Program  
1400 Key Boulevard, Suite B-200  
Arlington, Virginia 22309-5144

Telephone: (703) 696-9621 (DSN 426)

Fax: (703) 696-9525 (DSN 426)



## **PME Institutions' Websites**

Army War College	<a href="http://carlisle-www.army.mil">carlisle-www.army.mil</a>
Air War College	<a href="http://www.au.af.mil/au/awc">www.au.af.mil/au/awc</a>
College of Naval Warfare	<a href="http://www.nwc.navy.mil">www.nwc.navy.mil</a>
Marine Corps War College	<a href="http://www.mcu.usmc.mil/mcwar/default.cfm">www.mcu.usmc.mil/mcwar/default.cfm</a>
National Defense University	<a href="http://www.ndu.edu">www.ndu.edu</a>
• National War College	
• Industrial College of the Armed Forces	

## **Resources**

National Defense University library home page	<a href="http://www.ndu.edu/ndu/library/library.html">www.ndu.edu/ndu/library/library.html</a>
Local Skills Assessment and Learning Centers	D.C. metro area: 1500 Wilson Blvd., Ste 405, Arlington, VA; phone 696-7786

## **Additional Resources**

CJCSI 1800.01, Appendix B, Enclosure A. Identifies programs that fulfill the DLAMP PME requirement ( <a href="http://www.dtic.mil/doctrine/jel/cjcsd/cjcsi/1800_01.pdf">www.dtic.mil/doctrine/jel/cjcsd/cjcsi/1800_01.pdf</a> )	
DoD directives and instructions	<a href="http://www.defenselink.mil/pubs">www.defenselink.mil/pubs</a>
Goldwater-Nichols Act of 1986	<a href="http://www.dtic.mil/jcs/title_10.html">www.dtic.mil/jcs/title_10.html</a>
OPM site for SES Guide	<a href="http://www.opm.gov/ses/html/sesguide.htm">www.opm.gov/ses/html/sesguide.htm</a>
Joint Travel Regulations	<a href="http://www.perdiem.osd.mil/">www.perdiem.osd.mil/</a>

*Section 9*

## **REFERENCES**

- a. Directions for Defense, Report of the Commission on Roles and Missions of the Armed Forces, May 24, 1995.
- b. DoD Directive 1430.16, April 11, 1997: Defense Leadership and Management Program.
- c. *Goldwater-Nichols Act of 1986, U.S. Code, Title 10, Subtitle A, Part I, Chapter 5.*
- d. U.S. Office of Personnel Management, Senior Executive Service, Executive Core Qualifications.
- e. Memorandum, Under Secretary of Defense (Personnel and Readiness), December 21, 2001, subject: Refocusing the Defense Leadership and Management Program.